

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter discusses about communication channels and their importance in the big organization such as Sulfo Rwanda Industries Ltd. Also it talks about direction of communication and how organizational structure affects company's communication. In addition, the chapter discusses about perceived richness communication channels based on the three competences.

In the chapter, there is the information about Sulfo Rwanda industries Ltd and those communication channels which are using in the company. As literature review looks at previous research and the media richness theory in order to understand it properly and how it has developed by scholars.

2.2 COMMUNICATION CHANNELS

Barnard (1938) described communication as an essential management action, and tested its foundations and matters. According to him, communication is the most important affecting power in the organization. Communication makes an organization a helpful organism and associates the organization goal to the superiors and subordinates in an organization. It is necessary that managers and employees come

together and have affirmative dialogue to discuss organization matters and challenges and look for solutions of such challenges.

It can be observed that communication in the company is the sending and receiving of messages among interconnected persons within a particular environment or setting to achieve singular and public objectives. Management communication is not an isolated phenomenon but it greatly depends on contextual and cultural sensation. Within organizations people transfer and spread messages through face -to face, written, and mediated channels such as telephones, SMS and E-mails.

Many scholars define communication as transmission of ideas. But that simple definition places great emphasis on the process of communication. Adler & Rodman (1985) described communication as the process of human beings responding to the symbolic behaviour of others. However, that definition recognizes both the process and the behavioural interaction of the persons engaged in the communication act.

According to Blundel (2004), communication is a tool used by humans in their daily communication and collaboration. Essentially, communication is a process where information is transferred between the sender and the receiver. Perfect or clear message exchange between managers and employees that is a indication of good communication and in order for the information to be transmitted successfully to another individual, the receiver, needs to know which good communication channel in the contemporary era. (Blundel 2004, 2-4.)

Communication is a necessary part of everyday work interaction. Managers and subordinates as well as the customers of the specific organisation who are buying, selling and employed within the organisation are directly or indirectly involved in organizational communication. Knowing the channels needed for positive communication at work place will lead to wider influence on other people and increase of usefulness and helpful at regular organisation. (Gerson 2007, 2-3.)

Communication is used as a means of any organisation to coordinate communication and information exchange within the organisation to develop successful management of activities between the employers and employees of company. Institutes, organizations and industries encourage effective communication tools in order to make sure that top management and low members of organisation should accomplish fixed objectives, goals and have a perfect vision of the organisation. In organisations communication means are a necessary part of the industry strategy to encourage members of organisation and increase overall satisfaction in the organisation leading to incline of the organisations assignment and income. (Argenti 2009, 28-30.)

Organisational communication is also defined as the procedure of transferred messages understanding within the organisations divisions and departments. The general objective of the communication and channels used in communication is to develop and moderate mutual beneficial understanding between the departments in order for the organisation to positively accomplish fixed goals for the company. (Gerson 2007, 4-5.)

2.3 IMPORTANCE OF COMMUNICATION IN THE COMPANY

As any organization needs people within its operation, there is no organization without communication and information plays an important role in effective communication. Theory on organizational communication has developed from the model as an implement of management planned to assist task accomplishment and as such was to work as one of numerous organizational variables (Shockley-Zalabak, 2006). As a component of management, communication is “the central means by which individual activity is coordinated to devise, disseminate, and pursue organizational goals” (Gardner, et al. 2001, p. 7). From the logical management perspective, communication is a component of organizational plan to assist and work task accomplishment, so that the theorists had stress on communication flow from managers to employees (Shockley-Zalabak, 2006).

Similarly, Taylor’s systematic management was activated by a well-defined chain of command and exact department of labour. Those two essentials were established based on work standards and measurement of standards. Based on his perspective, communication can be described as a component to increase the efficiency and effectiveness of the chain of command, rules, and regulations. In addition, many researchers view communication as a core procedure of managing (Jones, Watson, Garner, & Gallois, 2004; Orlikowski & Yates, 1994; Weick, 1987). As the social performance perception has been important in the management to stress collaboration, contribution, satisfaction, and interpersonal relationships among managers and employees, communication-related problems have also been acknowledged for managing procedures. Effective communication was a foundation of the social performance perception, so theorists highlighted interactive

communication among staff to increase and develop mutual trust. They also acknowledged the significance of both official and non-official communication. This viewpoint has delivered an impression about communication as a management procedure of social collaboration and has affected the theoretical backgrounds of communication theorists. Weick (1987, pp. 97-98), for instance, said “Interpersonal communication is the essence of organization because it creates structures that then affect what else gets said and done and by whom... the structures themselves create additional resources for communication such as hierarchical levels, common tasks, exchangeable commodities, and negotiable dependencies.” Orlikowski and Yates (1994, p. 541) also assumed communication as “an essential element in the ongoing organizing process through which social structures are produced, reproduced and changed.” As a managing procedure, communication is not just an element of management but a critical part to mark management.

Every aspect of manager’s work in the company depends on communication. Problems come when there are misunderstandings or misinterpretations between managers and employees. Thus, the great matter is not whether communication between both sides but whether they communicate effectively or ineffectively (Shockley-Zalabak, 2006). Any company could suffer without dependably good communication and this would cause such consequences as missed deadlines, imperfect tasks, and unmet goals. When a company has grateful communication between superior and subordinates, it produces good products and services. Like any system, communication in the company or workplace needs constant maintenance. It cannot be considered stable or permanent simply because communication problems can come out sometime in a memo or staff meeting (flexstudy.com n.d).

2.4 ORGANIZATIONAL STRUCTURE INFLUENCES COMMUNICATION

Although the elementary procedure of communication is similar in several different situations, one unique feature of companies has a deep impact on the communication procedure – namely, its structure (Greenberg & Baron, 2011). Companies frequently are organized in ways that order the communication arrangements that exist.

According to Ivancevich et al. (2011), the term organizational or company structure mentions to the officially set pattern of relationships existing between various divisions of a company. A company's structure naturally is designated by a map or plan, known as an organizational chart. Such charts offer graphic demonstrations of the formal arrangement of communication in a company. A company chart may be compared to an X-ray showing the company's skeleton, an outline of the planned, formal connections between managers and employees in different divisions or units (Argyris, 2011).

A company chart contains of several boxes and the lines joining them. The lines connecting the boxes in the company chart are lines of ability presenting whose obligation should answer to whom from top of the company to workers or from employees to managers, reporting relationships. Every staff in the company is responsible to communicate to others at the next higher level or lower to which he or she is connected. At the same time, managers are also responsible for giving orders to those who are directly below them. The boxes and lines form a blueprint of a company displaying staffs that have to perform jobs as well as suitable job titles, and those that they have to connect for the company to work properly (Jones, 2011).

2.5 DIRECTIONS OF COMMUNICATION

Communicators in a company can be managers or superior, employees, between division and units. However, managers communicate with other managers, employees, supervisors in one-way communication procedures do not allow subordinates to communicate feedback. Therefore, employees communicate with managers, supervisors, customers, and external parties in two-way communication procedures that provide for such feedback Donnelly, et al (1987). Thus, Lunenburg and Ornstein, (2008) identified the structure of a company must arrange for communication in three distinct directions: downward, upward, and horizontal.

These three directions create the framework within which communication in a company takes place. These communication flows are depicted in Figure 2.1.

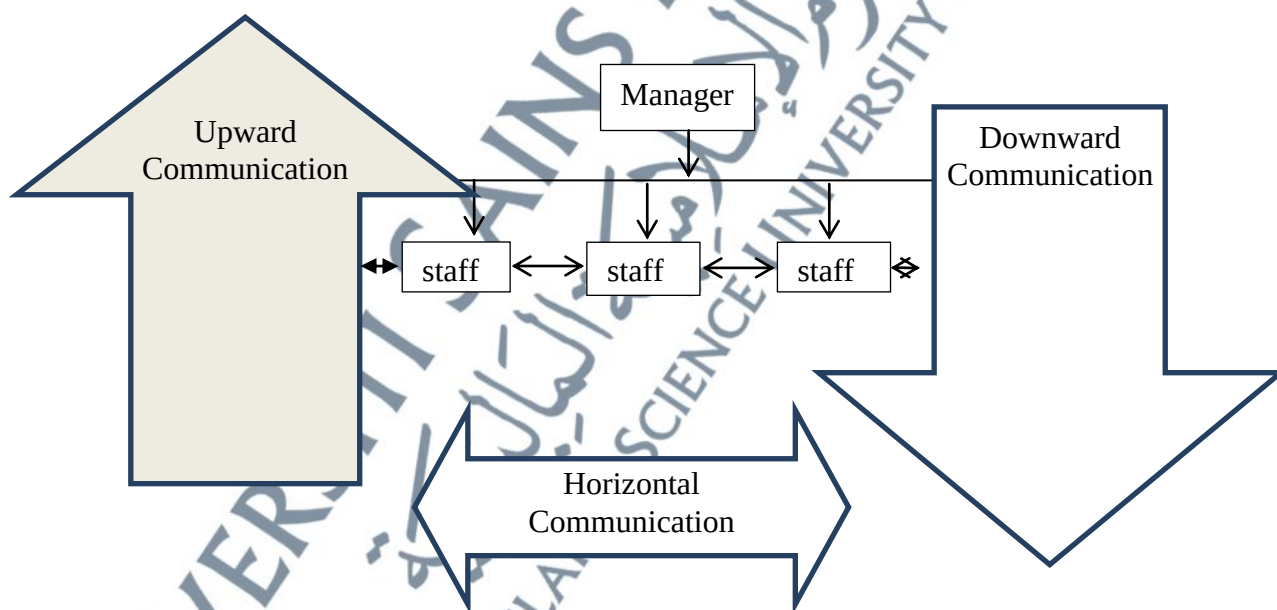


Figure 2.1: Downward, upward, and horizontal communication (Lunenburg 2010)

2.5.1 Downward communication

Downward communication flows from people who are at high levels of management to those at lower levels in the company. Traditional views of the communication procedures in company have been controlled by downward communication flows. Such flows transmit information from higher to lower levels of the company. Managers, from chief office administrators to division level administrators, communicate downward to group members through speeches, messages in company bulletins, company board policy manuals, and company procedure handbooks.

Canary (2011:18) has identified five general purposes of downward communication:

1. Implementation of goals, strategies, and objectives of the company. Interconnecting new strategies and goals delivers information about exact objectives and expected behaviours. It gives direction for lower levels of the organization, company, and institute.
2. Job instructions and rationale. These are commands and instructions on how to perform a particular assignment or duty and how the job relates to other activities of the company, department need to direct individual and departmental goals with company-wide goals.
3. Procedures and practices. These are messages describing the company, institute or organization's policies, rules, regulations, benefits, and structural arrangements in order to have some degree of uniformity in organization practices. In companies, this information is transferred to staff members

through board and company-wide policy manuals, handbooks, and the day-to-day operation of the company.

4. Performance feedback. Departmental movement reports, single performance evaluations, and other ways are used to express departments or persons how well they are performing with respect to performance values and goals.
5. Socialization. Each company attempts to encourage staff members to adopt the organization's mission and cultural standards and to join in unusual ceremonies, such as picnics and United Way campaigns. It is an attempt to get a commitment, a sense of belonging, and a unity of trend among staff members (Lunenburg & Ornstein, 2008).

The downward flow of communication arranges for a channel for commands, guidelines, and information to executive members. However, much information becomes lost as it is delivered from one individual to another. Moreover, the message can be distorted if it travels a great distance from its source to the last receiver down through the formal company and organization chain of command (Tourish, 2010).

2.5.2 Upward communication

A company's higher performance needs effective upward communication as well as it needs effective downward communication. The scholars have put emphasis on the establishment of upward communication flows. In a company, this refers to communication that moves from subordinates to superiors. That is required to meet the personality needs of workers and to conclude if employees have understood

information sent downward. The five types of information communicated upward in a company are as follows (Canary, 2011:22).

1. Problems and exceptions. These messages define severe problems and exceptions to usual work performance in order to make the superiors aware of difficulties.
2. Suggestions for improvement. These messages are thoughts for the success of work-connected processes to raise the quality or competence of company members.
3. Performance reports. These messages include periodic reports that inform the managers how employees in the company and divisions are acting.
4. Complaints and disputes. These messages are employee grievances and struggles that travel up the company chain of command for a hearing and possible resolution. If the grievance process is backed up by the existence of a share of members of company bargaining agreement, managers and employees are even more refreshed to precise true feelings.
5. Financial and accounting information. These messages relate to expenditures, financial records receivable, and curiosity on investments, tax charges, and other matters of importance to the board, chief administration, and division administrators.

Perfectly, the company structure must make available for both upward and downward communication flows. Communication has to travel in both directions

through the formal company chain of command. Unfortunately, communication from the lower level does not run as easily as communication from the higher level. Some blocks to effective upward communication in a company are as follows (Cheney, 2011).

1. Managers or superiors fail to reply when employees carry up information or difficulties. Failure to reply will finally cause no communication.
2. Managers tend to be protective about lesser than perfect activities. When employees see that protectiveness, information will be kept back.
3. The manager's attitude acts an important role in the upward communication flow. If the manager is surely concerned and truly pays attention, then upward communication improves.
4. Physical blocks can also prevent upward communication flow. Sorting out a manager from his subordinates makes public problems.
5. Time intervals between the communication and the deed can prevent upward communication. If it takes months for the different levels of management to accept an employees' suggestion, upward communication is delayed.

The following are some ways and means of improving the effectiveness of upward communication in a company (Keyton, 2011: 14)

1. The open door policy. Literally, this refers that the manager's door is always open to employees. It does not need appointments or request for employees to come in and talk about any problem. In practice, the open door policy is

occasionally used. The manager could say that his door is always open, but in a lot of cases both the employees and the manager know that the door is actually closed. Normally, that does not take place in a management of a company (Reason, 2010; Senge, 2006).

2. Counselling, attitude questionnaires, and exit interviews. The manager can seriously assist upward communication by conducting no dictate, personal advising sessions; occasionally managing attitude surveys; and holding walking out interviews for those who leave the company. A lot of valued information can be found from those forms of communication.
3. Participative techniques. Group decision making can produce a great arrangement of upward communication. That may be achieved by the practice of union administration working groups, quality circles, suggestion boxes, locate based councils, and the correspondences.
4. The ombudsperson. The practice of an ombudsman has been used largely in Europe and Canada to find out people who have been treated unfairly or in a depersonalized manner by large, bureaucratic government (Hyson, 2010; International Ombudsman Institute, 2009; Kucsko-Stadlmayer, 2009). In recent times, it has increased popularity in American state governments, the military, universities, and some business firms. Xerox Corporation inaugurated the position in 1972, and General Electric followed shortly thereafter (Malik, 2010). If established and maintained accurately, it could work where the open-door policy has been unsuccessful.

5. The union contract. A principal objective of the union is to send to direction the feelings and demands of different employee groups. Collective making a deal meetings create a legal channel of communication for any characteristic of manager and employee relationships. A typical setting up of every union contract is the complaint process. It is a tool for request beyond the consultant of the direct manager.
6. The grapevine. Although managers can be reluctant to practice the grapevine, they would always listen to it. The grapevine is a normal phenomenon that serves as a means of emotional release for employees and delivers the manager with important information concerning the attitudes and feelings of employees.

In conclusion, the upward flow of communication in a company is proposed to run channels for the feedback of information up the company chain of command. Some prevention may avoid a good return flow, but there are ways to encourage more effective managers and employees' communications.

2.5.3 Horizontal communication

Upward and downward communication flows generally follow the official chain of command within the company or organization. However, bigger size and difficulty of companies raise the requirement for communication laterally or diagonally across the lines of the formal chain of command. That is mentioned to as horizontal communication. These communications are informational too, but in a dissimilar way than downward and upward communication. Here information is fundamentally for direction to connect together actions within or across departments on a particular

company or within divisions in a company-wide managerial system. Horizontal communication can be classified as one of the following (Canary, 2011:26)

1. Intradepartmental problem solving. These messages take place between persons of the same department in a company or division in a company-wide managerial system and concern duty achievement.
2. Interdepartmental coordination. Interdepartmental messages help the achievement of joint missions or jobs in a company or divisions in a company-wide managerial system.
3. Staff advice to line departments. These messages frequently go from professionals in company areas, finance, or computer service to field-level managers looking for help in those areas.

In short, horizontal communication flows is presented to develop management. This horizontal channel allows a cross or diagonal flow of messages, supporting divisions to work with other divisions without taking to follow severely up and down channels. Many companies construct in horizontal communications in the form of job forces, groups, contact workers, or matrix arrangements to assist management.

External communication flows between employees inside the company and with a variation of shareholders outside the company. External shareholders contain other managers external to the company. Various companies make official divisions, such as a public relations office, to organize their external communications.

2.6 PERCEIVED RICHNESS COMMUNICATION CHANNELS

The choice, selection and use of communication channels by managerial of company, organization, institution members has been recognized and interested to researchers, academics and scholars as resources and tools to increase organizational effectiveness (Dahle, 1954).

Different theories, concepts and models have been established providing clarifications, reasons and descriptions that are sensible and rational (Daft & Lengel, 1984, 1986; Dobos, 1992), models of social studies such as social influence model of technology use (Fulk, Schmitz & Steinfield, 1990; Rice, 1993), and mindless decision model when it moves toward to communication channels choice (Timmerman, 2002) it is concerning managerial participants' motives for and results connected with communication channels choice (e.g., e-mail, telephone, SMS) in a situation or environment. Several of these theories are established on the hypothesis or assumption that a company or managerial member's view and perception of communication channels is an important and main key factor encouraging channel practice.

The perceptions of richness of communication channels by different people and tools by using media richness theory (Daft & Lengel, 1986), focus on ability to gratify and satisfy necessities of communication channels usage (Dobos, 1992), the potential to utility as a character of the company or organization's culture (Sitkin, Sutcliffe, & Barrios-Choplin, 1992), and media appropriateness or correctness (Rice, 1993) all these studies have been discovered as predictors of communication channel practice behaviour and performance. For illustration, that main key need and important for understanding those reasons that affect company members' opinions of

communication channels in order to improve theories that effectively and successfully describe their practice and the wider suggestions and implications of such usage for communication channels in a particular company.

Even though, their significance and importance, there are comparatively a small number of studies that have examined and estimated factors determining organizational members' views of communication channels. The exemption is Carlson and Zmud's (1999) work on channel expansion theory, which was constructed to bring together unpredictable or inconsistent results in study on media richness theory (Daft & Lengel, 1984, 1986). Channel expansion theory focuses on how persons progress and improve awareness of a medium's richness or capability to assist common meaning and sense. Carlson and Zmud accomplish that richness perceptions are movement and dependent on one's related involvements and experiences such as using the means of communication, with the communication matter or subject, and with one's communication companion. As one's involvement or experience rises, so should views and opinion of a channel's richness.

Although Carlson and Zmud (1999) found support for channel expansion theory, their study only examined perceptions of e-mail's richness. Traditional channels, such as face-to-face communication and the telephone, and modern technologies, such as instant messaging, have not been examined from a channel expansion conceptual framework. Argument of important differences in modern and traditional communication channels occurs and that these differences may create some empirical factors more or less relevant. Face-to-face interaction and the telephone are dominant channels for communication in companies, institutions and organizations,

and members are entertained into utilizing these channels well before incoming the workforce. Relatively, e-mail and instant messaging are comparatively modern, and customs for their use were less well established (Fallows, 2002; Shiu & Lenhart, 2004). Consequently, the researcher considers and believes that involvement and practice with those modern communication channels, with company's communication channel, and the communication topic may be more important in examining the most perceived used communication channels of traditional and modern channels of communication such as the e-mails, Facebook, SMS, mobile, fixed line telephone, addressed document and face-to-face communication.

Furthermore, other widely recognized theory that talks about the impact and perception of practicing different communication channels is media richness theory (Daft & Lengel, 1986). The main principles of media richness theory are that means of communication describe in richness with face-to-face communication is considering the richest, while other means of communication have ability of transferring less clues like computer mediation communication are thinner and that usage of communication channels gets better when individuals use richer means or media when there are numerous explanations of available information means that is equivocal tasks and thinner media for no equivocal tasks (Daft & Lengel, 1986; Daft, Lengel & Trevino, 1987). Media richness theory at the beginning developed gradually without straight consideration of the modern communication channels (El Shinnawy & Markus, 1992), but they have been retroactively suitable and proper into the theory's context and formwork as mentioned by several scholars such as Daft *et al.*, (1987); El-Shinnawy & Markus (1992) and Rice (1992).

Most researches investigating media richness theory have tested the communication tools suitable perceived by measuring the communication channels choice of message correspondents or senders, not by investigating the real performance effects of channels use by both of sender and receiver (Dennis & Kinney, 1998). For the reason that those studies have tested communication channels choice rather than channels usage, the principal suggestion of media richness theory rests mostly unexamined (Dennis & Kinney, 1998; Rice, 1992)

The study attempted to examine richness of communication channels based on three competencies namely; role understanding competency, organizational culture awareness competency and employees' performance competency.

2.6.1 Perceived richness communication channels based on role understanding competency

Communication has extremely important influences within or among managers and employees in workplace groups in that communication channels in which particular organization use to express information, resources, and even policies of the company. Organizational communication can be generally defined as communication with one another in the perspective and context of a company, industry, institution and organization (Eisenberg & Goodall, 1997; Shockley-Zalabak 2006). Those communication channels act and transfer information within a company, this involves accomplishments and activities of transferring, sending and getting or receiving messages through different forms of power, using different message methods or arrangement, and negotiating or discussing different matters, issues of concern and interest to the group people belong to or the enterprise or industry people work for.

The interchange and needs of information is the necessity and requirement for proper or official work in the organisations. On the other hand, communication in the company, organization or workplace is more difficult procedure than just the information exposes (Bratton, *et al.* 2007). Many researchers and scholars have defined communication as the exchange of information between a sender and a receiver where the message flows from one point to another and the communicators are linked together by channels including (Kalla, 2005; Kinicki & Kreitner, 2008; Krone, Jablin & Putnam, 1987; Stuart, Sarow & Stuart, 2007).

In addition, internal communication is an essential and fundamental management action and movement in every organization since it is important for employees to receive information from managers concerning their job. However, several communication models with different emphasises have been set out as a way to define the nature of communication and how organizational communication acts and performs. According to Ackley (1997), any employee communication purpose that is not performing strategic communication is not working normally. He proposes or argues that employee communication must be advanced like every purpose or function that supports organisation make money, save money, improve job satisfaction, and show and establish organisation's staff standards. Ackley (1997) expresses that the managers and employees as communicators must be "painting the picture" of organisation's actions and accomplishments required to complete its assignment and mission.

Using richness communication channels effectively conveys understanding of the shared aims, goals and objectives between manager and employee relationships.

O'Hair, *et al.* (2005) explains that the exchange of information between superiors and subordinates carries understanding competency between them. The understanding competency is described as shared meanings and mutual understandings resulting from interpreting messages in the same manner by manager and employee, influenced by the richness communication tools of sources of information (Pandey & Garnett, 2006).

In an organization, communication is essentially important between managers and employees. It is the duty of junior employees to understand superiors as their leaders. It is from this idea that it is quite necessary for the superiors to decide richer communication channels as part of conflict resolution, basis of response and answer questions, or deliver departmental or bureaucratic changes. Conrad & Poole (2005:3) describe communication as “a process through which people, acting together, create, sustain, and manage meanings through the use of verbal or nonverbal signs and symbols with a particular context”.

The managers in an organization use richness communication tools effectively as basis of encouraging employees to do their jobs properly. When communication is clear at the top level management, confidence and output of the employees tend to go up. When managers take poor communication channels it removes a significant feedback loop from employees and can develop anger, demotivated and fears especially if they go without resolution, because they do not perceive managers to be accessible. Hansen (2004) says that when managers are unsatisfying in resolving a communication problem, this becomes an operational serious mistake and lowers the effectiveness of the communication tools.

Another key factor of relationships between manager and employee is the channel which is used by managers to send information to the employees. It is not sufficient to communicate through emails or voicemails all the time. There are periods when employees need to interact physically with their superiors. Face-to-face contact helps to respond too many of unanswered questions. Therefore, lower communication channels such as emails, especially when the information may have a higher ambiguity or equivocality, can often times create levels which may result into making organization employees unhappy.

2.6.2 Perceived richness communication channels based on role Organizational culture awareness competency

Organizational culture awareness competency is influenced by the standards, morals and customs concerning technology and transformation in management communication. The awareness and the understanding that movements practice requires identification of someone's feelings as the capability to identify reactions and feelings that being practiced, skilled and experienced by another person (Liu, Wang & Wang 2009). Present study, somewhat emphasizes on that point in terms of communication between managers and employees. When a modern technology system is presented, different response and feedback come up from separate staff members. The more identification and understanding are produced the more likely not interpreted and effectual arrangement can be reached. For the moment, beliefs, cultures, through of staff and organizational stories, offers thought plans that benefit organizational participants and members orient themselves to organizational communications and technological improvement (Daft & Weick 1984).

Quinn and Rohrbaugh, (1983) their opposing and challenging standards typology of organization culture is based upon two measurements of understood principles, beliefs and relies on people information dealing out and processing within an organization in terms of improving or spontaneity versus expectedness or predictability as well as external versus internal communication culture features. That findings in four culture categories, sorts and features found by Quinn and Rohrbaugh, (1983); developmental which is flexible or external as e.g. adaptability, growth, risk taking organizational culture; rational can be predictable or external as e.g. planning, productivity in management communication; hierarchical that looks as predictable or internal as e.g. stability, information management in the company; and the group which is flexible or internal as e.g. interconnection, morale.

According to Ngwenyama (2003), Slack & Parent, (2006) and Smith, (2004) in different research studies, they found that value frameworks that the validity of evaluating and measuring the cultural dimensions that are general across organizations, as well as estimating culture forms and kinds are relative to other variables (Howard 1998). That method permits and allows understanding the principles and values that underlying the organization cultures and to proceed the accomplishment and action to connect and communicate within organization that wanted to improve its incomes. However, the four culture sorts of developmental, rational, group and hierarchical adapted and discussed in this study somehow in relation to communication as it looks for the most used communication channels based on organizational culture awareness competency.

Modest or competitive technology revolution depends mostly on the organizational capability to communicate IT knowledge to persons (Bassellier & Benbasat 2004), Boynton, Zmud & Jacobs (1994). In that way, communication emphasizes on the communication channels in order to make plans of improvements in communication. Organizational communication involves both the verbal and nonverbal communication that is used to affect the functioning and working situation in particular company or organization. To implement modern technology in any company, institution and organization, connection network within specific organization culture shows an important role. In the present research, the researcher emphasizes on examining the richest used communication channels based on organizational culture which includes modern technology information (Heimgärtner, Tiede & Windl, 2011) & Liu, *et al* (2009).

Organization culture with its standards and values affects the need for a response to information that is collected and changed over the external and internal communication channels and turned into organizational awareness competency. Organizational culture is that standards of both external organizational communication culture emphasizes for illustration on the development of its competitive position with other companies and internal organizational communication culture emphasizes for example on the makeup and maintenance of its socio-technical system could decrease its effective practice and usage of innovation (Harvey Palmer & Speier, 1998). Therefore, organizational communication culture influences the standard and values that certain company and organization shows on meeting the revolution of information technology achievement or internal competence.

In addition, companies respond and react rapider to common environmental proceedings, dealings and events, when the organizational standards and values, viewpoint, perspectives and policies reproduce these (Antal, Dierkes & Hahner, 1997). Therefore, if modern technology innovation is too unfriendly from the organization's prospects, the organization may counterattack considering or approving it, resulting in its rejection. As a result, communication channels allowing the dependable communication of innovation and organizational revolution are the main component and factor in adapting modern technologies.

Communication channels may be defined as means or tools by which information is progressed from one fact or point to another within the organizational system (Chakrabarti & Feineman, 1983), and so information technology is important for communication channels within organization. Many researchers conducted different studies about communication channels within organization (Brown & Eisenhardt 1995) determined that when communication is common, frequent, assignment groups are more possible to adapt modern technology and that they develop more proficient and efficient at using the information gathered through communication channels, it is equally or similarly relevant at applying think quickly and clearly "agile" approaches and methods (Cockburn & Highsmith 2001).

On the other hand, limit and boundary crossing both inside and outside the company or organization, that is significant to skill and knowledge improvement and communicating. External information should be mixed with that information already in procedure in the company (Cockburn & Highsmith 1995). External communication channels may involve the usage of external foundations and bases of knowledge such

as magazines and journals, the presence of internal mechanical and practical high of level of knowledge, or limit and borders that can identify revolutions of assessment, and internal arrangement that offer the bridge between external knowledge and the company. That proposes and recommends that communication and its channels for modern technologies are improved when internal and external information is addressed.

Internal communication channels joining and connecting organizational members must improve knowledge movement once the awareness for a modern information technology has come into the company. Based on noticing and observing some companies involved in information management developments, Davenport *et al.* (1998) and David, (1998) recommend that organizational communication culture must have several channels for information transfer is essential and important. Such communication channels which involve regular timetable of meetings and regular and standard reports.

To permit and allow external practical and mechanical information to influence and reach organizational members, companies often employ new staff, contact and access documents describing new improvements and progresses, educated and trained within the company, encourage personal connects and contacts with knowledgeable personals outside the company, and practice other external communication channels such as meetings and workshops (Zmud,1983).

The culture and environment formed by management's communication channels which are decided by managers as tools of communication among the employees. The managers know how information is received, and how impacts of

communication types are considered by employees. Communication channels of management offer an opinion to the employee in the daily processes of organization and create consistent cultures in organizations (Bhagat, 1982; Clampit & Downs, 1993; Fisher, 1980).

One of the main aspects of successful communication channels is forming the communication track so the beliefs and thoughts flow effectively (Davis, 1968). Davis expressed that companies have a responsibility to deliver efficient communication that is an essential among employees and managers. Davis established that a manager is a decision-making constituent of the organization that needs great communication contributions from the specified parts of expertise in order to make knowledgeable judgments. This is due to the need to know what is happening among the employees, to be a part of an organizational culture awareness competency, and to reduce work worries of the employees. Once managers and employees communicate each other by the richest communication channels, ideas and recommendations begin to flow, creating an organizational culture.

In comparing Davis (1968) position to the practical groups within an organization, he says that one of the important problems of an organization for example an IT company is that the communication flow is abridged due to variances between the ideas and culture of IT employees and the non-technical equivalents of the company (Jovanovic, 2002). The communication flow within the say IT public of a company typically covers expressions of terminology; concepts pertaining to systems, and technical processes, the business community has different communications in which the managers and employees are located (Holtz, 1998;

Jovanovic, 2002). Jovanovic emphasized that the administrative staff who communicates with less terminology and more importance in modern business philosophies that are widely understood by the external community. Smith (1998) suggested that communication awareness is also needed in protection of organizational culture. According to McGee (2005), IT communications within company are highly arranged; in the logic that great emphasis is placed on process. To work in acceptable ways in organizations, companies must test their culture to recognize employees who are affected by potential organizational decisions or who want organizations to make decisions to solve problems that are important to them. Then, organizations need to communicate symmetrically between managers and employees to cultivate high-quality, long-term relationships between them (Grunig, Grunig, & Dozier, 2002).

The excellent study carried out by (Grunig, et al., 2002) stated that communication channels will succeed most in a company with an organic structure, sharing culture, and a symmetrical system of communication and in which opportunities exist for employees. Most important is that these conditions provide a favourable context in which all employees work most effectively. Within such an organization, employees are authorized to contribute in decision-making. As a result, they are more gratified with the company and more likely to support than to oppose the aims of the company. In addition, employees who are authorized to participate in decision-making and to involve in symmetrical communication between them and managers contribute significantly to the values of the organization.

The excellent study also presented that when communication channel function was given the power to implement symmetrical systems of communication, the results was a more participative culture and greater employee satisfaction with the organization. However, symmetrical communication is not likely in an organization with mechanical structure and authoritarian culture. Organic structure contributes strongly to employee satisfaction with the company (Grunig, Grunig & Dozier, 2002). According to Grunig (2006); Toth (2007), a symmetrical system of communication channels in the company increases employees' satisfaction with their jobs and with the company. Therefore, communication channels will have no good practices unless organizations have a participative rather than dictatorial culture and decentralized, less stratified (organic) structure rather than a centralized, stratified (mechanical) structure.

2.6.3 Perceived richness communication channels based on employees' performance competency

Employees' performance in organizational communication exposes a fundamental, shared and united importance on the concerns of control and management through correct, accurate and rich communication channels. Organizational communication research has advanced significantly from the early formations and commencements of communication and its role in the organization. Gratitude, appreciation and recognition for the significance of communication to the management procedure and practice can be accredited basically to the work of Barnard (1938). He referred that communication was the exact "heart" of the management practice. In 1940's, the human and social interactions movement added and contributed considerably to the concept that communication in company or organizations must be a two-way procedure. It highlighted the concern for employees' attitudes and job satisfaction and

encouraged and motivated study on employees' participation and contribution in decision making. It also highlighted the two-step movement of communication, i.e., upward and downward communication directions. Thus, based on this communication research development, employees' performance can be observed and assessed with regards to the role in the organizational income and development.

Later in the 1950's, communication research focused on the impact and influence of response on employee performance, and an environment study was introduced. The problems with upward communication were the emphasis on attention and research methodologies like Episodic Communication Channels & Organizations, which was developed by Davis (1953). However, Odiorne (1954) established the word or term "communication audit" as an explanation and description of the procedure used to assess the truth and accuracy of an organization's awareness of employee communication. Communication audit methodologies progressed and advanced a common method for the research of organizational communication that rose and improved employee performance in the companies and institutions.

Nowadays, communication can be understood and assumed to be among one of the most principal and significant activities in companies or organizations between managers and employees (Harris & Nelson, 2008). Basically, relationships develop or grow out of communication. The functioning and existence of companies, industries, institutions and organizations is built on effective relationships among managers and groups of staffs which cannot occur without rich and effective communication channels between superiors and subordinates. Moreover, Jones et al., (2004) mentioned that organizational abilities and competences are advanced and performed

through “intensely social and communicative processes”. Communication supports and assists persons while groups manage events and activities in order to accomplish objectives. Furthermore, it is also important in socialization, decision-making, problem-solving and change-management processes.

Every company has internal communication which also offers employees with essential information regarding their occupations and jobs, company, organization, milieu and also each other. Communication can assist and motivate people to build trust, make shared characteristics and encourage in engagement. Meanwhile, internal communication offers a way for persons to show and express feelings and emotions, share expectations and desires and celebrate and remember activities or accomplishments. Communication is the foundation for people and groups to create logic for their company, and generate information on the nature of the company and the resources of its income. D'Aprix (1996) has set and specified the hierarchy of employees' communication needs. It can be seen as he assumed the above reproduced points and he put them in the hierarchy. These employees' communication needs are described in Figure 2.2.

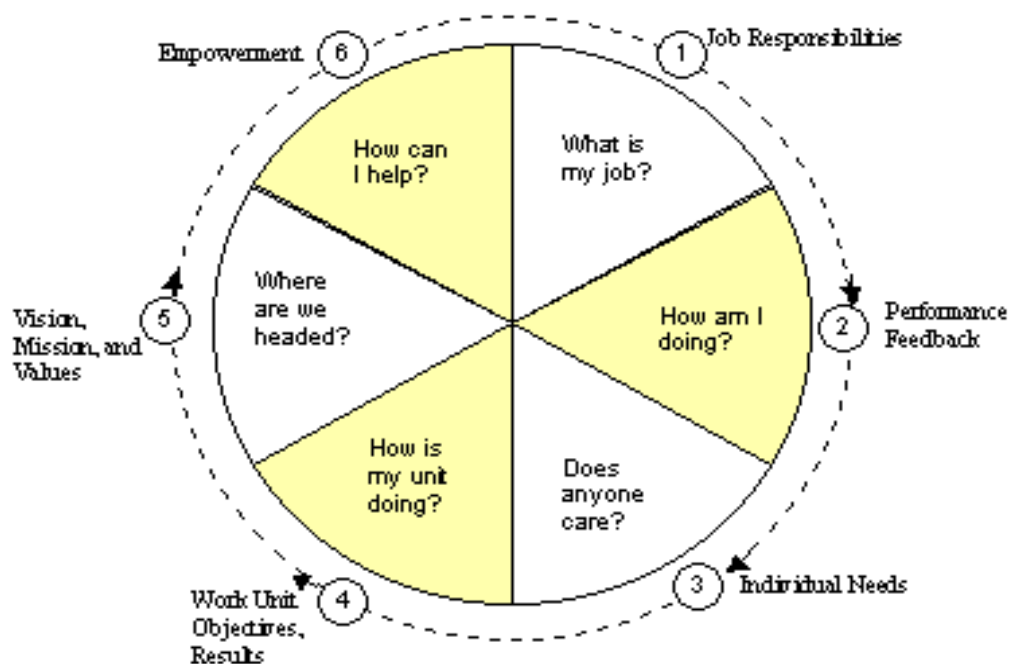


Figure 2.2 Employees' communication needs hierarchy (D'Aprix 1996)

From above figure, it can be understood that the three competencies which discussed in this study combine employees' communication needs, especially this section examines job responsibility as well as performance feedback in terms of surveys which media through it managers and employees carry out company activities.

The employee performance is encouraged by good communication channels in the company' regardless of whether it is respectable, effective or ineffective. Lukazewski (2006:5) states "The greatest continuing area of weakness in management practice is the human dimension. In good times or bad, there seems to be little real understanding of the relationships between managers, among employees, and interactions between the two. When there are problems, everyone acknowledges that the cause often is a communication problem; so now what?"

Two different studies, the first one conducted by Roberts and O'Reilly (1974) and the second one directed by Snyder and Morris (1984) show that managers and scientists have long established and agreed that communication procedures are a key element or dynamic in organizational achievement. However, other academics in various research fields argue that employees who have open appearances and positions of communication with superiors and supervisors are more inclined to create effective job associations with those superiors, to raise and enhance their organizational presence and improve their performance, and to add value to organizational output and productivity as found by Muchinsky (1977), Gray and Laidlaw (2004) and Tsai, Chuang, and Hsieh, (2009). On the other hand, Schweiger and DeNisi, (1991) and Gopinath and Becker (2000) demonstrate that employees who have affirmative and open communication channels with supervisors are also better able to manage and deal with major organizational fluctuations, such as dismissals or temporary hold on jobs or merger of two or more companies.

Meanwhile, Smidts, et al. (2001) and Bartels, et al. (2007) in their studies, they displayed that an employee who has a rich and strong communication channel reports higher organizational publicity and identification. Whereas, Stephens and Long, (2000), Tepper, et al. (2007) have added that who have greater communication channels with their managers are able to cope and deal more successfully with job stress.

As a result, researchers have proposed several ways in order to advance and improve communication tools within organizations. Some of them include Atwater and Waldman (2008) and Downs and Adrian (2004). Other scholars such as O'Reilly

(1977), O'Reilly and Roberts (1977), Roberts and O'Reilly (1979), Snyder and Morris (1984) and Kacmar, Witt, Zivnuska and Gully (2003) they mentioned, based on a series of studies, that there is strong suggestion and evidence that dissimilar characteristics of effective organization and management communication, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and processes, and all those aspects and features are completely linked and connected to employee performance competency.

According to Pandey and Garnett (2006), most organizations place a high value on effectiveness of employee performance in an organization. One of the strategic ways to reach organizational effectiveness is the ability of managers to communicate with purpose and direction to the employees. Communication is defined as the exchange of information between people, by means of speaking, writing, or using a common system of signs or behaviour (O'Hair, et al, 2005). Pandey and Garnett (2006) suggested that company should view communication as a display of the company's health. Organizational effectiveness is a "key competency of management and the capability to communicate tasks into measurable actions" (O'Hair *et al.*, 2005, p.39). In successful organizations, leaders do not simply communicate but effectively transform communications into actions. Managers in successful companies communicate in various way preferred by the employees. Therefore, the employee satisfaction depends upon the effective communication channels maintained by the managers. Managers of successful companies understand the direct relationship between job satisfaction of the employees and their productivity, as it relates to employment of experienced employees, retention of trained employees, and the cultivation of human capital (Lussier & Achua, 2004).

The principal role of communication channels in a situation is to transmit and exchange information to achieve the company's goals and objectives (Lussier & Achua, 2004; O'Hair *et al.*, 2005; Pandey & Garnett, 2006). Companies are often comprised of employees from diverse populations, who bring "different goals, backgrounds, styles, habits, and preferences to the process" (O'Hair *et al.*, 2005, p. 5).

Manager and employee communication requires an understanding of the power structure and power sharing and must incorporate sensitivity to the differentiation of their roles in order to maximize productivity. Power sharing and communication require positive and constructive relationships between managers and employees, which will enhance productivity, creativity, teamwork, and agreeability. These attributes are facilitated through communication of common interests and needs, and the satisfaction of those needs by the managers.

In the company, communication is an important part of daily work communication. Managers and staffs as well as the clients of the certain organization those are purchasing, marketing and working within the organization are indirectly or directly involved in workplace communication. Significant channels needed for effective communication at work place will lead to wider effect on other people and incline of success at established organization. (Gerson 2007, 2-3.)

According to Blundel (2004), communication is a tool utilized by managers and employees in their everyday communication. Basically, communication is a process where information is transferred between the source or sender and the receiver. Rich and clear message exchange between two sides is a symbol of perfect

communication and in order for the information to be transmitted positively to another individual, the receiver, desires to be familiar with how to connect in the contemporary era. (Blundel 2004, 2-4.)

Communication is used as a channel of any organization, institution or company to organize communication and information interchange within the company to create effective management of activities between the members of institution. Administrations influence effective communication in order for the members of company to accomplish set targets, objectives and have a perfect vision of the organization. In company communication is a necessary part of the industry strategy to encourage members of organization and rise overall satisfaction in the organization leading to incline of the organizations work-load and income. (Argenti 2009, 28-30.)

Organizational communication may also have defined as the procedure of transferred messages clarification and explanation within the organizations divisions. The general purpose of the communication channels used in communication is to create and moderate mutual beneficial understanding between the departments in order for the organisation to positively succeed set aims for the industry. (Gerson 2007, 4-5.). Each of the four communication styles described by Pettit, Goris, and Vaught required a style of deliverance. Richmond and McCroskey (2000:359) explain that supervisors use one of the “four communication styles of telling, selling, consulting or joining to produce productive satisfied employees”.

Effective communication between management teams and subordinates is essential to the productivity of organizations. However, there exists a noticeable need

to examine organizational communication and how communication styles of management teams affect employee job satisfaction (Roberts & O'Reilly, 1979). Job performance and employee job satisfaction are predictors of the profitability and life of an organization (Richmond & McCroskey, 2000).

2.9 SELECTED COMMONLY USED COMMUNICATION CHANNELS IN THE ORGANIZATION

Strong management in the company is based on rich communication channels that help managers and employees to communicate to each other. In the current study, the researcher emphasises on commonly used communication channels at Sulfo Rwanda Industries namely: face-t-face, addressed documents, telephone mobile and fixed lines calls, SMS, Emails and Facebook.

2.9.1 Face-to-face as channel of communication

Face-to-face communication is a medium of communication where two or more people interact face to face in a given assembly or gathering. This channel of communication allows an individual to listen to and realize the non-verbal communication sent by the source and answer with feedback immediately. Face-to-face conversation also enables direct feedback, covers optical and aural cues perform as an individual source and uses natural body languages. Begley (2004) states that face-to-face remains the best influential human contact, never change confidence and closeness of people discussing in the same area. An and Frick's (2006) in their research, they described that face-to-face communication as more rapid, easier and more suitable than computer-mediated communication in the company's work between and employees. Face-to-face communication is a high societal company

communication channel, excellence and intermediate to transfer the incidence of a source (Kaushik, David, Kline & Oaks, 2000). In addition, Barkhi, Jacob and Pirkul (1999) state that face-to-face communication remains an effective method of connecting people in companies.

Face-to-face practices oral communication, improves facial clues to transfer information and transmit rapid feedback to other gatherings (Barkhi, *et al.*, 1999). An & Frick (2006) in addition explain that face-to-face communication plays an important role in connecting people to ambiguous jobs, creating choice and concluding compound responsibilities. Lastly, Van der Meijden and Veenman (2005) in their study state that employees are more gratified with exhausting face-to-face communication as compare to computer-mediated communication in a business company like Sulfo Rwanda Industries.

Tom Crawford, the head of member of staff appointment at Deloitte, believes that face-to-face communication remains the best operational and exciting mode of communication because it is conveyed with morality, clearness and in a time-relevant manner (SCM, 2008). Angela Sinickas, the leader of Sinickas Communications, Inc., recommends face-to-face because it is supported by technology (SCM, 2009). She states that “all the online communication has not made employees any better informed than they used to be in the days before we started speeding along the information superhighway, though they’re getting that information faster and more accurately... not letting two way face-to-face communication get left behind in the dust” (SCM, 2009: 11).

The face-to-face is still the most influential human communication. As perfect as electronic devices are, they can never fully switch the understanding and proximity of people communicating in the same room. For best explanation and interaction, face-to-face communication has worked for millions years. Thousands of specialists believe definitely that the best communication happens when a manager and employee are in the same room Begley (2004).

McClain and Romaine (2002) believe that face-to-face communication in the company like Sulfo Rwanda Industries encourages cooperation between managers and employees as well as between employees themselves. However, it also promotes more than just good feelings. Guffey (1997) mentions that face-to-face communication has nonverbal signs and evidences such as eye connection, facial expressions, physique or body activities, space, period, distance and presence influence the way the message is interpreted or decoded, by the receiver. Meanwhile, as communication channels convey a variety of important ideas, whereas face-to-face communication sends the pure ideas more than different electronic items.

2.9.2 The advantages of face-to-face communication

Begley (2004) describes face-to-face communication as the switching of information, beliefs, opinion, and feelings when the members exist in the same bodily area. It also, ensues in an extensive choice of business events, comprising official meetings, tea room chitchat, hallway encounters, one-on-one training, yearly assessments, work consultations, and other. He adds that face-to-face communication depends on the gathering of watchers rather than the gathering of modem and internet networks.

In addition, face-to-face communication has an influence, a correlation. In the book *Secrets of face-to-face communication*, Bender & Tracz (2001) wrote, “when you are communicating with another individual, you are in a short-term partnership with that person’. However, in this worldwide or global era, it is occasionally too costly to fly the workers to a central place. But even when that is the situation, the greatest specialists pretend face-to-face communication through clever procedure of technology at fingers. Although new communication technology has incredible ability for several channels of industry exchange, it misses the mark unhappily in conditions concerning some features. Begley (2004) indicates that in order to plan how people and products in a company stay alive in this period of 21st Century, the company should manage face-to-face communication. Also he mentions the main facts that others communication channels fail to deal with them:

Conflict: when persons are really sad and angry, long space practically in this situation can make individuals to come down. Example; a company like Sulfo Rwanda Industries limited needs to resolve employees’ conflicts amicably at all levels and branches. The managers have to arrange a constant site and off-site meetings at convenient time for its employees wherever they are located.

Emotion: Employees in good emotional and sensitive and distressing situations reply more effectively to one another than to electrically conveyed messages.

Example if one member of the Sulfo Rwanda Industries’ employees has lost a family relative, the manager finds it effective and easier to contact the believed person in person.

Priority: The condition includes the outcome of a task or service important to be achieved by the company. The workers may need to become together in the same chamber or assembly in one building. Example: Chief executive officer of Sulfo Rwanda Industries limited wants to motivate the team work to achieve the project on time and on budget. He should ask team workers to attend personal meeting every day until they finish the job.

Title: Sometimes, for administrative concerns, it becomes obligatory for employees to comply with the boss's demands despite the portfolio of the boss. This cannot be easily defied during face-to-face communication. Example: In the company like Sulfo Rwanda Industries the CEO has powers to discipline an employee in a personal interaction.

Money: If a big inside or outside customer or buyer places an order to buy company product, the face-to-face mode of communication is the most effective to collect sufficient information from the customer. Example: If one customer of Sulfo Rwanda Industries limited wants to buy goods cost \$5 million of business, he wants manager to join a sports incident with him on the weekend. Even though manager or director would desire to employ that time with your family, he strongly escort or accompany the purchaser.

In great- importance conditions or these including significant conflict, reaction, authority and money, face-to-face communication is the perfect. Other communication channels do not offer the team-building occasions that meeting in person can. Relationships grow when meeting members can have spontaneous

discussions during pauses, at mealtimes, or even in the hotel, meeting points or chambers in the off periods Begley (2004). She describes that some factors such as physique language, presences, vocal sound, period and spatial relationships specifically voice are more significant remote encounters then they are in person. It is public commercial error to consider that those factors count little. Because, people words convey for less than 10% of typical messages, this prove that actual electronic communication, like dialogue face-to-face, depends on real nonverbal performances. Thus it is recommended wisely to relate the greatest structures of face-to-face communication, especially nonverbal, when employees are incapable to get together in person.

2.9.3 Addressed documents as channels of communication

Daft, *et al.* (1987) mentioned that Addressed or written documents are the third richest media after face-to-face and telephone. However, Davis conducted a study on descending communication between managers and employees in some levels of an organization; he classified messages as either task-oriented or non-task-oriented. He found that oral communication (with a written follow-up) was the choice of managers in companies when communicating addressed messages to subordinates.

Memos are as message or note headed paper is used for letter, many organizations and companies use pre-printed stationery for memos. Affectionately, it is called a “memo” this is written communication from one person to other or a group of people within the same organization Taylor (1999).

Taylor mentions that memos serve a multiplicity of purposes such as to inform of decisions, action, and others, to request decisions, action, or others, to remind someone of action which is required, and to provide information of any kind.

2.9.3.1 Board of meeting

The arrangement of the Board of Managers will fluctuate depending on the particular requests of the company. The difference can be cyclical or technological, young or mature, domestic or international. For example, if the requirement is for international contact, a participant with international expertise or even a foreign instructor may be certain to fulfil it. A main critical quality of the board is the attraction between participants or members whether it may be in business or in natural life (Black, 1996). Eventually, the board of managers and executives is responsible for the achievement and let-down or let-down of the company. The proportion of the board delivers supportive insight into how the board succeeds its situation. Just like with company constituents, the board can be selected to achieve definite everyday jobs and events Alexander, *et al.*, (1993). Pfeffer and Salancik (1978) found that the proportions of the board and its structure were really steadily associated characteristics that measure the managerial necessities for dealing sectors of its situation. These results supported studies by Lawrence and Lorsch (1967) that specified companies' arrangement themselves from an internal inside foundation founded on the demands from the situation. Both studies determined that board proportions and structure are sensible and common sense reactions to the environments located by the internal situation.

2.9.3.2 Evaluating Board Performance

Different employees' estimations that are usually believed and predicted, separate board participant action is rarely estimated. Boards do not hold themselves up to the same principals or standards as do other followers of the company such as employees and management leaders. Less than half of companies evaluate their board members' presentation and actions as it is connected to company routine and helpfulness (Sonnenfeld, 2002; Jackson & Holland, 1998). Establishing an official and continuing assessment procedure can consequence in more updated board meetings with better emphasis on long-term objectives and plans as well as developed information for the board and improved involvement of its participants (Finegold, Lawler, & Conger, 2001). The estimation of routine of even the board of managers of a company is particularly significant to the progress of different short and long-term objectives and plans, which in turn will conclude the company's overall usefulness. Whereas boards regularly practice results as measures for usefulness, another device to investigate board routine includes estimating the procedures and processes directed by the board (Hermalin, 2004).

2.9.4 Telephone calls (mobile and land lines) as channels of communication

Cellular phone calls have been considered one of the most popular communication channels (Pew research centre (Lenhart, 2012). The use of cellular phone communication cuts across all ages young and old. It is believed that, for example, in the United State of America young generation aged between 13-19 use cellular phone calls (Parker, 2007). Companies such as Sulfo Rwanda Industries use telephone calls (mobile and land lines), because their instant direct communication interaction in such organization, employees take advantage to constantly transmit effective

communication. The researcher intends to find out whether telephone calls (mobile and land lines), channel communication competes with other channels like use of SMS, electronic mailing, face to face and addressed documents.

2.9.5 Cellular phones

A mobile phone is also identified as a cellular phone, cell phone, and a hand phone. It is a device that can create and collect or receive telephone calls over a radio connection whereas moving around while walking or driving around a widespread geographical area. It ensures so by connecting to a mobile phone network distribute by mobile phone operator, permitting access to the public telephone network. By contrast, a cordless telephone is utilized only within the short range of single, private base location.

In addition to telephone, current or modern mobile phones also provide a widespread variability of other services like text messaging, MMS, Email, Internet access, short-range wireless communication which known as infrared or Bluetooth, business applications, gaming and photography. These mobile phones that provide these services and more general computing abilities are mentioned as smartphones.

Richard (2008) identified that the first hand-held mobile phone was demonstrated by John F. Mitchell and Dr Martin Cooper of Motorola in 1973 exhausting a handset weighing around 2.2 pounds (1 kg). After 10 years, in 1983, the DynaTAC 8000x was the first to be commercially available. From 1990 to 2011, worldwide mobile phone contributions raised from 12.4 million to over 6.8 billion, penetrating about 96% of the global population around 7.1 billion according to the

ITU and it is a big growth from 6.0 billion mobile subscribers in 2011 and 5.4 in 2010 (ITU 2013).

The common components found on all phones are:

- 1- A battery, providing the power source for the phone functions.
- 2- An input mechanism to allow the user to interact with the phone. The most common input mechanism is a keypad, but touch screens are also found in some high-end smartphones.
- 3- Basic mobile phone services to allow users to make calls and send text messages.
- 4- All GSM phones use a SIM card to allow an account to be swapped among devices. Some CDMA devices also have a similar card called a R-UIM.
- 5- Individual GSM, WCDMA, iDEN and some satellite phone devices are uniquely identified by an International Mobile Equipment Identity (IMEI) number.

Low-end mobile phones are often referred to as feature phone, and offer basic telephony. Handsets with more advanced computing ability through the use of native software applications became known as smartphones.

Several phone series have been introduced to address a given market segment, such as the RIM BlackBerry focusing on enterprise/corporate customer email needs; the Sony Ericsson Walkman series of music phones and Cyber shot series of camera

phones; the Nokia N series of multimedia phones, the Palm Pre the HTC Dream and the Apple iPhone.

2.9.6 Fixed line phones

A landline telephone (also recognized as land line, land-line, main line, home phone, landline, fixed-line, and wire line) mentions to a telephone which utilizes a hard medium telephone line such as an iron wire or optical fibre cable or transmission as notable from a mobile cellular line which utilizes radio wave for transmission.

In 2003, the CIA stated about 1.263 billion main telephone lines around the world. China was the highest in the world which had at 350 million and followed by United States with 268 million. However, the United Kingdom takes 23.7 million housing fixed landlines. In 2008, the world had 1.27 billion fixed line subscribers (international telecommunication Union 2009).

In contrast, fixed phone line is not a mobile phone line can be hard- wired or cordless. Fixed wireless mentions to the process of wireless devices or organisms in fixed positions such as homes, offices, industries, and companies. Fixed wireless devices generally derive their electrical power from the service mains electricity, dissimilar mobile wireless or portable wireless which inclines to hold battery-powered. Although mobile and portable systems can be utilized in fixed places, effectiveness and bandwidth are cooperated compared with fixed systems. Mobile or portable, battery-powered wireless systems can be used as emergency backups for fixed systems in situation of a power shutdown or natural disaster.

The word landline is also used to define a connection between two or more places that involves of a built or dedicated physical by cable, as opposed to an always-available private connection that is actually implemented as a circuit in a wired interchanged system. The implications of a land line in this situation are security and survivability. For example, a military headquarters might be connected to front-line divisions and unities by landline to confirm that communication remains probable even if the conventional telephone network is damaged or destroyed. Another example of this is in airports. All air traffic control towers have dedicated lines connected to the police, fire department, hospitals, army, etc. This is here in situation of emergency and can be used at any time. In the company like Sulfo Rwanda industries can be uses dedicated lines in case telephone network destroyed or happen nature disaster which affect and damaged landline phones.

2.9.7 SMS as channel of communication

Text messaging is known as the short message service or SMS. It has been one of the modern and contemporary means of communication. Text messaging (texting) also is easier and faster than launching a portable device's Web browser (Briggs, 2006). SMS is economical, used by all telephone networks and has of recent gained worldwide recognition.

Texting or text messaging are exchangeable with the technical SMS or Short Message Service since both have the same definition. The SMS communication protocol provides a way for people to connect and communicate with very short messages. The short messages exist up to 160 characters and transferred over mobile phones. The first SMS official commercial texting message was sent on December 3,

1992, from Neil Papworth of Airwide Solutions saying “Merry Christmas” to Vodafone’s Richard Jarvis using the Global System for Mobile communications standard (GSM) network in the United Kingdom. Allegedly Riku Pihkonen, an engineering student working for Nokia, transferred the first private or unofficial text message in 1992 (McClain, n.d.). The engineering student was first according to the calendar. However, students sometimes do not truly collect the credit that they deserve. Therefore, the words “allegedly first” appear before the student’s name.

In 2003, 90% of teenagers in the United States switched SMS with their peers (Tomita, 2009, p. 186). The International Association of the Wireless Telecommunications Industry (CTIA, 2007) established that the number of SMS messages conducted in the United States monthly has augmented to over 48 billion, from just 10 billion per month in 2005.

However, in 2010, the Lindenwood University undergraduate business public relations class indicated that the results of a verbal survey showed 100% of the students’ either sent or received text messages on a regular basis. The SMS users are able to text even when other systems of communications are not working (Briggs, 2006). Another benefit is that SMS uses can be built to allow mobile phone access to legacy information systems Brown, *et al.* 2007). With the new computer technology such as hardware, software, and network mobile satisfied workers are able to form and use bidirectional SMS uses for a wide variety of procedures. Therefore, in the company such as Sulfo Rwanda Industries is more possible that all managers and employees text up and down during performance tasks.

2.9.8 E-mails as channel of communication

Electronic mail is an interpersonal message service designed to transfer written messages from one person to another. Dowall and Salkin (1986) defined electronic mail as: "the use of personal computers, communicating text-editing machines, or specially designed terminals with the appropriate software to send and receive written messages".

Electronic mail makes the work environment more useful and helps people more effectively handle information when it comes to them. It can also increase the number of communication relationships within an organization and create a new environment for sharing and disseminating job-related information. According to Connell and Galbraith (1980) "Electronic mail makes most logic for the business that needs quick communication among sections in different locations". Wasiak et al. (2010) discuss about the huge improvement in the usage of email. But, their concept only captures part of the thought of electronic mail, email, which is so fundamental to everyday communication. Academia has long involved in the ground of email study, particularly since the 1990s,

Humans' capability to be connected whenever and anywhere with anybody is growing people occasions for communication. By means of e-mail, instant messaging, and mobile phones, a supervisor's capacity to stay involved within the workplace is better than ever in the past. In fact, many functions have developed synonymous with the communication technology-infused company of the present day (Turner & Reinsch, 2007, p.36).

Many studies emphasised on email as a habitat of numerous functionalities in addition to being a communicative channel. O'Kane et al. (2007) defined that by attributing a polymorphic character to email. Polymorphic defines how email is intertwined in everyday work accomplishments, understanding construction and distribution, which has the potential for both helpful and bad forms of communications. Scholars were concerned in analysing everyday communications with email with the purpose of understanding how individuals communicate and cope with their email, rather than concentrating on one particular feature. Researchers recognized two themes, established also in O'Kane et al. (2007), comparable to the 3 descriptions of Ducheneaut and Watts (2005). Metaphors were electronic mail as information management and email as social communication. It is valuable exemplifying their fundamental facts, as much of the literature topics to one or many of the characteristics these writers discussed. O'Kane and Hargie (2007) and O'Kane et al. (2007) have discussed the negative points as bellow after the positive characteristics and features:

2.9.8.1 Information management

The subject includes practical and communication channel features of email. Email extents geographical borders with unlimited rapidity, permits for easier entrance to knowledge, and the involvement of knowledge within different groups. Information in emails has permanency, that is, it can be kept and regained. Emails can rise the correctness of information through the writing and editing procedure. Information logs can be used to approve things or double check.

The negative point may start with Information overload, and time lost on unrelated, irrelevant or poor email communication can be challenging and problematic. Writing can advance, but also damage the quality of communication, although most literature approves that writing often leads to better certainty and clarity. Personal communicative abilities and skills can delay or improve communication. Emails can decline the probable for negotiations. Individuals might limit their email use due to fear of being believed blamed and accountable.

In addition, email interactions permit for connection management, with contact to many individuals, communication lists, and group emails. Beyond this good fact, there is a negative point such the possible danger of involving the bad and wrong persons. Using interactions inappropriately can lead to difficult conditions, time wasting and spam. Group emails also modify the communication dynamic as it isn't always clear who is expected to reply and who is expected not to.

2.9.8.2 Social interaction

Emails can construct relationships, particularly through greater number of interactions and contacts. Scholars claim that emails can support reduce hierarchical limitations and lead to amplified upward communication. The negative side is that emails can delay social relationships, individuals might display escaping and avoidance manners by using email, emails can depersonalise communication. Potentially, there is disaffection if persons not involved in certain emails.

The structure of emails can lead to misinterpretations, unsuitable tone and style of message, and thoughtless writing such as writing fast and sending before thoughtful through the message.

Whittaker (2005) devoted a special issue article to handling collaborative everyday jobs through email. The emphasis of the study was not real group work but rather how the person participants mark sense of group emails, how they recognise and access task information and how they precede email as a reminder to accomplish multiple everyday jobs. He presented two presentations, a paper-based assignment management arrangement or system, as well as a people-based assignment management means. The constructor supports and helps with organising and systematising task-related information, whereas the latter reminds members of unsettled jobs through links of their social interactions, situation and constructions. Tungare and Pérez-Quñones (2009) also discussed the matter of personal information management (PIM) and assignment management and suggest the solution is along the lines of cooperative information management; Individuals within a social network should be able to device and sort in a co-operative way that shares the amount of work, the importance being on the exchanges within an email system. Even though the present study does not focus on email only, but combines it with other channels and it is still relevant to email.

Even though some studies emphasised on overload in relations of the multiple, unplanned functionalities of email, others diverged and attributed email overload to people's observations that they did not have control of their own email due to sending and receiving extra emails than they can proceed and deal with effectively. Mano and

Mesch, (2010) in their study, found a relationship between inclined task effectiveness and inclined task stress and distress. However, at the same time they revealed that more emails received and sent could also associate to better-quality task performance, representing that email communication is a significant mover and transporter of information that, in turn, supports individuals carry out works (Mano and Mesch, 2010).

Meanwhile, Dabbish and Kraut (2006), examined the idea of overload, they pointed to an association between how essential an individual recognises and perceives email communication and the amount of emails, and more feelings of overload. Dissimilar to Whittaker and Sidner's (1996) declaration that more filing would be related to a decline in email overload, they found that keeping a greater filing system would lead to more email overload. That result was reinforced by Edenius (2006) who found that individuals have worry handling big numbers of folders, due to unfortunate memory, an unsuccessful classification, or a simple disparity between small and large folders. Elswailer (2012), in three contemporary studies, derived to the similar or matching conclusion; Filing does not essentially connect to better personal information management and decreased overload as it is frequently time consuming to remember and locate required information. These outcomes are mostly significant as there is a tendency for engineers to recollect a great amount of information that involving, but not limited to emails, in individual storage, using big filing systems (Hicks et. al., 2008).

Soucek and Moser (2010) joined the two methods or approaches in classifying three sides of information overload. (1) Too much information, particularly due to

numerous group emails and the ease of contact to replies rapidly and regularly; (2) ineffective workflow this relates to Whittaker's concept of email overload; (3) poor communication quality meaning that email messages are unclear, superficial, poorly developed. Teaching and training programmes evidenced effective in dropping these three parts connected to overload. Szostek (2011) also came out with the point that email overload normally discusses to being overwhelmed by a lot of emails, as contrasting to Whittaker's original explanation. That is, possibly, suggestive that the 'unintended' functionalities of email are becoming more recognised as part of email.

Szostek (2011) claimed that because emails necessitate accomplishment, users of electronic mail are forced into a chains of steps such as consider the need to response, check initial information namely: sender, topic, time, perhaps first paragraph, re-examine how to arrange with the email, performance on further multiple movements the email might need or require, and make conclusions about archiving. He demonstrated the element that contemporary email customers support some of the formerly proposed functionality to implement; Outlook supports flagging, google mail supports group labelling, sorting and threading. The two further needs in relation to design are the ability to show comparative significance of emails and associations between emails, and having an effective inbox construction.

The previous studies discussed different ways in which email perform such as dealing with individuals' overload personal information management and quality of email message, but they didn't examine the richness of email in organizational communication among other communication channels, which this research aims to evaluate and makes the study greater contribution to the body of knowledge. In

addition, Wasiak et al. (2010) indicate that email, in its original logic, was theoretically a pure information communication technology. As a result, studying email as a communication tool with other channels makes this study a great valuable contribution to the academic field of communication studies.

2.9.9 Facebook as channel of communication

Facebook is at present more than ten years old, even though other social networking sites are becoming formidable contestants and is still measured as the main social networking platform, Smith in his study found that fifty-seven percent of American adults have Facebook accounts, and 73% of adolescents (ages 12-17) have Facebook accounts (Smith, 2014). The majority of users who have active accounts are millennials (15-34 year olds). Social media have not only changed the way individuals interconnect, but they have also transformed the type and quantity of information that is reachable. Moreover, Technological development has brought about a revolution in organizational communication. Managers and employees are no longer limited to face-to-face as the richest medium. With the help of technology, they can communicate by phone, by video conferencing, e-mails, SMS, and social networks. Therefore, the present study aims to examine traditional communication tools and modern technology in order to establish whether face-to-face is among the most effective media of communication between employers and workers at Sulfo Rwanda Industries.

In order to recognise how social media, which are used by individuals and affects people, there is need to understand the motivations for using it. According to Nadkarni and Hofmann (2012) who revised the literature and suggest that individuals

are motivated to use Facebook for two principal reasons: 1) a need to belong and 2) a need for self-presentation. However, Toma and Hancock (2013) in their analysis, they found that Facebook profiles support satisfy people's necessity for self-worth and self-integrity. Participants moved to towards their Facebook profiles after getting a blow to their personalities. That proof seems like to support Nadkarni and Hofmann's concept and model. Other study also looks like to support that idea. Usually, individuals seem to be using Facebook to uphold present social networks and obtain information about others. People may also use Facebook to manage and strategy events for groups (Ross et al., 2009; Spiliotopoulos & Oakley, 2013; Yang & Brown, 2013). In other study which conducted by Yang and Brown also they recommend that Facebook use has become so combined in public's lives that it is somewhat maintenance of disconnected activities and accomplishment (Yang & Brown, 2013).

Facebook is the world's largest social network with over 1.3 billion users, Founded by Mark Zuckerberg in 2004 as a network offered exclusively to Harvard students, its mission is to "give people the power to share and make the world more open and connected" (Facebook, 2014). According to Facebook statistics, there are more than 819 million active users in 2013 accessing Facebook through their mobile devices, and the over 1.3 billion total users, 50% log on to Facebook in any given day. The average user has 130 friends and people spend over 700 billion minutes per month on Facebook. This is a snapshot of the profound, daily affect that Facebook is having on people globally.

Beginning on September 15, 2007, Google dominated as the most visited website per week until March 13, 2010 when Facebook surpassed it. Matt Tatham,

director of media relations at Hit wise (Roswell, 2009) said “people want information from friends they trust, versus the anonymity of a search engine” (Pepitone, 2010). The potential for non-profits of all sizes to reach such a wide audience with friends that share their content makes the question of whether Facebook is a value-added tool for non-profit agencies relevant and worthy of examination. The desire for users to take advantage of content sharing and friend networks is part of the guiding principle of Facebook as the website seeks to “promote openness and transparency by giving individuals greater power to share and connect” (Facebook, 2010). It is exactly this openness and transparency that provides a platform for both the public and private sector to reach millions of people with the use of Facebook Pages.

Hill and White “found that even though practitioners recognized the value of the internet for helping improve an organization’s competitiveness and image, they were sceptical about its ability to advance the organization” (as cited in Waters, Burnett, Lamm, & Lucas, 2009: 105). The 275 non-profit organization profiles that were examined recognized that Facebook was rapidly expanding and they wanted a presence, but they were not taking advantage “of all the options the site had to offer their relationship cultivation efforts.” They were rarely making use of the interactive nature of Facebook and it was noted that organizations must strive to make their sites more interactive whether it is providing a list of events to become involved in or giving opportunities to contribute or volunteer.

The study noted that “most companies lack the resources or time to provide constant attention to a Facebook Page” (Waters, *et al.* 2009, p. 105). A key limitation they noted was that little research had been published on social networking sites.

Nonetheless, it gleaned that of the profiles that the study examined, being open and transparent about their organization was important but that they were not yet fully using the potential of Facebook to engage new and existing stakeholders.

Facebook offers a guide for company, Connecting to Supporters with Facebook, which outlines how to “connect with current supporters and grow your supporters quickly and easily” (Facebook, 2010, The Opportunity section). It shows the tremendous opportunity that Facebook provides to non-profits since there are “over 75 million people are supporters of organizations pages on Facebook” and there are “over 100,000 organizations pages” (Facebook, 2010, The Opportunity section). Randi Zuckerberg, who works on marketing and non-profit initiatives, said that “more than 8 million Facebook users become “fans of new pages each day, and the site’s fastest-growing demographic is users over 35, who are more involved in fund-raising efforts” (Wall Street Journal, 2009). It provides tips on how to effectively connect to the users, including how to create content worth sharing, examples of how to be personal and educational, and how On April 19, 2010 Facebook fan pages officially became like pages so now becoming a fan is equivalent to liking a page.

In order to grow connections, Facebook also references a pages manual within this guide that provides step-by-step instructions for building a page. Within the pages manual Facebook highlights, the fact that “more than 20 million people connect with pages every day” and that “Pages has created more than 5.3 billion connections” Facebook, (2010). The sheer numbers reported in this section thus far show the need for practitioners and scholars alike to examine Facebook as it relates to organizations.

In an article that noted the strong presence of charities on social networking sites, Paula Wasley stated that so far the sites: Are more valuable for forming online relationships with potential donors and volunteers than for raising money. A more important measure of the success of social networks, they say, is not how much money they bring in, but how many of its users they attract, and the quantity and quality of interaction on the site. (2009) this manual and the non-profit guide help non-profit organizations establish and improve the quantity and quality of interaction they have with Facebook users on a daily basis. Facebook highlights itself as a “culture of conversations” that organizations should use to gain supporters, visibility and even immediate feedback on issues (Facebook, 2010). The manual explains in detail how to build your presence on Facebook, emphasizing tools and features that are available for a non-profit page.

One of the key components of a Facebook Page is the Insights feature that is available to administrators of the Page. It provides a breakdown of the people that are connecting to your Page based on the information that they provide through their individual profile. This includes demographics data such as age and gender as it relates to users who interact with and like your Page. A non-profit can even look at individual posts that have been “liked” to determine which types of news and stories that users find interesting. Most of the results can be exported and used to show tangible results of non-profit presence on Facebook; it will be interesting to see the number of non-profits that use these insights and to what extent. Facebook is continually updating and improving its features including Insights. They are rolling out improved analytics in the fall of 2010 that will also show traffic to and from Pages and websites owned by individual organizations among other things.

2.10 PREVIOUS RESEARCH WORKS /STUDIES

To iterate management and choice of communication tools in order to find out which channel is better among of face to face, addressed documents, telephone calls (mobile and land lines), SMS, e-mails and Facebook to connect between managers and employees without misunderstanding.

Hauswirth (2010) directed a study about the social network: an analysis of the use of Facebook by Non-profit organizations in the South of United States of America using survey, the objective of the study was to clarify why non-profit organizations are getting on Facebook and what they perceive the value of it to be. He found that non-profits organizations see the influence of using Facebook to raise the visibility of their organizations, and they are launching Facebook Pages because of it. Also he found that non-profits organizations are using Facebook as a tool for publicity or general awareness about their presence both online and offline. While the previous study test why and what non-profit organizations and its influence, the current study examines the better of Facebook communication among other communication channels in Sulfo Rwanda Industries limited and how it can be competed the other communication tools.

Parker (2011) conducted a study about Strategies of Facebook Messaging, in twenty top organizations in the non-profit and the for-profit sector. The purpose of the study was to explore the Facebook messaging strategies of the top ten organizations in the non-profit sector, and the top 10 organizations in the for-profit sector in an effort to determine the differences, if any, in how these organizations engage in conversation

with their audience by using content analysis. He found that the Facebook conversation is encouraged in organizations, media tool with a high degree of social presence is equated to being. Also he indicated that there is a correlation between content presentation (or, how content is presented) and Facebook fan reaction. As well as the nature of non-profit organization content - provoking change and human willing. He showed that organization that posted multiple content types have a higher social presence than the organizations that did not post multiple types of content. However, the present study investigates the richer of Facebook communication among others in Sulfo Rwanda Industries Limited, which was not in previous study as was to discover message content in the selected organizations.

Stanley (2015) examined Uses and Gratifications of Temporary Social Media: A Comparison of Snapchat and Facebook. The objective of the study was to better understand their motivations to join, gratifications obtained, and frequency of use regarding each medium in California state university, Fullerton. The study used quantitative survey to collect data as well as descriptive and t-test data analysis. The findings showed that undergraduates were motivated to join Facebook to increase networking and motivated to join Snapchat because it enticed their curiosity and their friends are on it. Students reported greater gratifications from Snapchat than Facebook in all categories including modality, agency, interactivity, navigability, and privacy. Undergraduates were motivated to join Facebook to increase networking and motivated to join Snapchat because it enticed their curiosity and their friends are on it. Students reported greater gratifications from Snapchat than Facebook in all categories including modality, agency, interactivity, navigability, and privacy, Females were shown to have greater motivations to join Facebook and Snapchat to monitor the lives

of family, friends and others. Males had higher motivations to join Facebook to network and meet new people. Undergraduates' Snapchat and Facebook use was positively associated with the agency gratification category. Undergraduates' Facebook update frequency was negatively associated with the privacy gratification category. It can be seen that the previous study focused on motivation of using social media whereas, present study examines the richer lever of Facebook communication channel in Sulfo Rwanda Industries Limited between employees and managers, which is dissimilated from uses and gratifications of temporary social media of comparison of Snapchat and Facebook.

O'Neill (2011) conducted a study about the communication channels utilized by Emirati females to enact leadership. The purpose of the study was to examine and categorize the communication channels six Emirati females concurrently employed in organizations in Abu Dhabi, United Arab Emirates in which they had supervisory tasks and duties; formal, legitimate authority; and positional leadership. The study used qualitative model (interview) through telephone and thematic content analysis was used in order to find out themes, patterns, and/or trends in communication channels. The findings showed that face-to-face was communication channel reported to be preferred by respondents when they engaged in download communication. Repeatedly, face-to-face communication was more proof and supported than written communication. In addition, respondents mentioned that negative messages through written channels were found to be strongly avoided except in the greatest cases. However, respondents stated that selection of communication channel affected by cultural factors. Therefore, present study examines the richness of the seven

communication channels in Sulfo Rwanda Industries Limited between employees and managers.

Hayase (2009) has investigated about Internal Communication in Organizations and Employee Engagement. The objective of the study was to find out whether there is a correlation between internal communication and employee commitment. The study used quantitative research (survey) which distributed to all of communication, journalism and media studies, and Business administration classes offered at the University of Nevada, Las Vegas. Results showed that there is a significant positive correlation between factors of internal Communication and factors of employee commitment. The study also established that internal communication is connected to engagement, unrestricted decision effort, and significant work; all factors of engagement. In addition, findings also showed that communication channel satisfaction and channel combinations were related to employee commitment. However, present study tests richer level of seven communication channels in Sulfo Rwanda Industries Limited between employees and managers as well as the relationship between selected independent variables and dependent variables meaning the correlation between competencies and level of effectiveness of communication channels.

Liu (2010) conducted a study about the effect of face-to-face interactions on choice the role of expressiveness. The purpose of the study was to examine the effect of face-to-face interactions on individual choice he was exhausting a logistic regression model. He found that face-to-face interactions increased customer likelihood of compliance with a request to buy a membership card. It can be seen that

the previous study emphasised on effective of face-to-face between company and costumers but, present study investigates the effectiveness of face-to-face among other communication channels in Sulfo Rwanda Industries Limited between employees and managers.

Dexter (2013) investigated in the study on Organizational Communication Channels and the Relationship to Employee Resistance to Change Initiatives: Customer Relationship Management (CRM) Organization at Capella University. The objective of the study was to report a management problem or dilemma concerning in which communication channels should organizations put into manage employee resistance during CRM implementations. The multiple regressions analysis was used to examine a quantitative correlational for the aims of determining the relationship between communication channels used during change initiatives and employee resistance to transformation. The study find that as procedure of particular communication channels, such as e-mail, telephone/conference bridge, instant messaging, and face-to-face interactions improved, there was a trend for resistance to modify within the same measurement to be dropped. But, results were not included in terms of observing at resistance to modify as a complete. However, the recent study examines the relationship between three competencies and communication channels as well as determines the most used among the seven communication channels in Sulfo Rwanda Industries Limited between superiors and subordinates.

Al-Sanaa (2009) conducted the study about Intimate Strangers and Estranged Intimate: the Impact of Instant Messaging and SMS on The Size and Strength of Social Networks in Kuwait. The purpose of the study was to examine the effect of two

types of ICT text and instant messaging on the strength on size of three circles of social network (family, friends and acquaintances) in Kuwait and to explore the potential impact of demographic characteristics on three circles. by using multiple methods namely; quantitative questionnaire: T. test, Analysis of variance (ANOVA) Chi square, Scheffe test, Pearson correlation, crosstabs, frequencies and percentage distribution. The findings were that instant messaging usage was negatively correlated with the strength of social ties that individuals have with others, within the context of all three circles: family, friends and acquaintances. Also he found out that modern communication technologies have both numerous advantages and inadvertent disadvantages. Meantime, the previous study examines the impact of two channels on strength of social network; the current study surveys the effectiveness of SMS among seven communication channels in Sulfo Rwanda Industries Limited between directors and workers.

Tabott (2011) explored a study about anagogical Principles to Texting-Based Learning (SMS) in Higher Education in a Midwestern university in the United States. The objective of the study was to learn if it was possible to efficiently support the principles of andragogy while creating a texting-based version of the simplified learning contract. She found out that although texting-based learning might have a slight impact on the student's efficiency while preparing formal written papers. But, the advantages outweigh the impact when considering the courses are accessible to the underserved students. Advantages to the universities are potential reduced information technology staff for online learning, reduced facilities for traditional learning and increased enrolment associated with easier access to courses. The SMS in the previous study was tested in education organization, while in the present study analyses the

efficient of SMS among other seven communication channels in Sulfo Rwanda Industries Limited between managers and employees.

Cintron (2009) conducted a study after hurricane Katrina. She investigated about Board competencies in an organizationally effective non-profit organization in the New Orleans, Louisiana areas by Questionnaires. She found that the board of managers and employers of the organization should develop a culture of incorporating and adapting best practices into the organization. Also the best practice identified herein is that of public awareness. And each individual organization should develop performance measures around this best practice and create a process for its execution and evaluation in order to have the best customized practices that are unique to the organization. However, the current study evaluates the effectiveness of communication types on three competencies in Sulfo Rwanda Industries Limited between executives and staffs.

Martha (2009) piloted a study about Improving Board Communication in different types such as an Assessment of Interpersonal, Small Group and Organizational Communication of a Ten-Month-Old Non-profit Organization in the United States of America. The purpose of the study was to audit the communication of a newly formed non-profit partnership to assess interpersonal, small group and organizational communication, to improve the process of assessment and the information members receive about interpersonal and small group communication the effectiveness of the meetings and decisions, to provide information that will guide of future organizational communication. The research was analysed by ethnographic research methods. She found that to express concerns and frustrations in a manner that

preserved the good relations between members and to improve through the audit process can be the best avenue for preserving these necessary and valuable relationships. However, the current study evaluates the most commonly used communication channels among the seven types of communication in Sulfo Rwanda Industries Limited between managers and employees, while the previous study looked to the angle of how to improve board of communication in organization.

Diokno (2010) examined the Impact of Email Communication on School Leaders. The purpose of the study was to examine school leaders in Tempe, AZ, about their attitudes toward e-mail communication and their practices for managing it. He used questionnaire survey to gather the data while he analysed them by focusing on the correlation of school leaders' perceptions of the importance of e-mail and the actual time spent using e-mail, with a deeper look at which types of e-mails are most frequent. The study showed that that all school leaders spend at least one hour a day communicating via email, roughly one-seventh of their school day. While no two school leaders approached e-mail management the same, they agreed that e-mail has significant impact on their daily workload and decision making. Implications of this finding suggest that school leaders should do a daily time analysis and develop a personalized schedule to meet e-mail communication needs, and collaborate with their peers on ways to manage email efficiently and how it can be used to support school staff. The previous study investigated the effectiveness of e-mail on the school leaders meanwhile the present study examines the most commonly used communication channels among superiors and subordinates in the Sulfo Rwanda Industries Limited.

Addington (2012) *Students' Preferences for Information Sources during the Undergraduate College Search Process: The Influence of Technology at the George Washington University*. The objective of this empirical research was to develop an expert and empirically validated survey instrument to measure students' preferences for information sources during the undergraduate college search process. The questionnaire survey was used in order to collect data, whereas factor analysis to empirically validate the survey was utilized. The results indicated that a survey did not exist to measure how students prefer to receive information about colleges during the search process, and therefore admissions officers make decisions based on anecdotal evidence rather than empirical data. However, technological information sources other than websites were not used during college search by a majority of students surveyed, those who used these communication mediums most highly valued virtual campus tours, email with college representatives, colleges' Facebook pages, YouTube videos of colleges, commercial websites on colleges, and Naviance-a college counseling software product. The updated version of the survey instrument resulted in new labels of information source categories mass communication, interpersonal engagement, and instant connectivity which more accurately classified the information source variables. It can be seen that the focus of the previous study was on students' preference resource of information but it emphasised on technology or new media. But, the present study tests the most commonly used among the seven communication tools which includes tradition and modern channels among executives and staffs of Sulfo Rwanda Industries Limited.

Blumenstock (2012) investigated about *Essays on the Economic Impacts of Mobile Phones in Sub-Saharan Africa*. The objective of the study was to examine the

role of mobile phones in Rwandan society and economy. The material draws on two summers of field work in sub-Saharan Africa. First, comparing the population of mobile phone owners to the general Rwandan population, second, based on self-reported data, he observes statistically significant differences between genders in phone access and use. To analysing the complete call records of each subscriber. He gathered data by mixed methods of questionnaire survey and interviews. The approach uses mixed methods and three distinct sources of data: anonymous call records; a government Living Standards and Measurement Survey; and a set of phone surveys he conducted in 2009 and 2010. Meanwhile, the analysis was performed by to compute this and other metrics for 1.5 million Rwandans, and provide novel quantitative evidence consistent with qualitative findings by other scholars. The findings displayed that phone owners are considerably wealthier, better educated, and more predominantly male. Women are more likely to use shared phones than men. Note large disparities in patterns of phone use and in the structure of social networks by socioeconomic status. The empirical results indicate that phones have had a positive impact on the lives of some people but, absent intervention, the benefits may not reach those with the greatest need. But, this research examines and observes the most commonly used among other seven communication channels between leaders and workers in the Sulfo Rwanda Industries Limited. In addition, it goes beyond mobile telephone calls in including fixed line telephone calls.

Eidelman (2013) conducted the study about Safety Solutions and Differences in Motor Vehicle Drivers Who Use Cellular Telephones. The purpose of the study was to determine whether there is a correlation between attitudes toward the use of handheld cellular telephone devices while driving and the use of such devices while

driving, with particular interest in the role of gender, age, marital status, parental status, age of children, having a disability, level of education, and ethnicity as moderators. He collected data by using quantitative questionnaire survey, whereas he analysed it by analysed using regression and multiple moderated regression models. The results indicated that there is national interest in discouraging or eliminating the use of handheld devices such as cell phones and personal digital assistants while driving in light of their high correlation with vehicular accidents. Many states have enacted laws and awareness campaigns about the dangers of distracted driving where the use of handheld devices is commonplace. The research delivered insight into current attitudes toward the use of handheld devices while driving while also providing evidence about the degree to which attitudes about the practice influences behaviour. Meanwhile, the previous study test the relationship between mobile usages when driving with different groups however, the present research investigates the effectiveness of mobile phone calls among other seven communication channels in the Sulfo Rwanda Industries Limited.

Peseckas (2014) conducted the research about Island connections: mobile phones and social change in rural Fiji. The purpose of the study was to examine Inhabitants use mobile phones and internet, and the social implications of enhanced connectivity in the Fijian context. The researcher focused on three domains: the configuration of calling networks, the use of mobile phones for economic exchange, and the role of mobile phones in romantic relationships. However, the data collected using ethnographic research in three rural Fijian villages during 2011-2012. By utilizing on participant observation, interviews and surveys calling frequency, interclass correlation. The result showed that nearly all households owned at least one

phone. The majority received their phones as gifts. Inequalities in phone access are partially overcome through borrowing. Owners had a mean of 62+/-52 contacts. Phone contacts were overwhelmingly indigenous Fijian kin, but contact lists include individuals of diverse sex, age, and marital status. Patterns of phone use are heavily shaped by economic considerations and vary according to promotions. Phones are used extensively to arrange exchange of money and goods with urban kin. Phone ownership and use is positively associated with household income, but frequency of phone interaction is not associated with higher 20 value or volume of exchange. While the previous study focused on three areas: the configuration of calling networks, the use of mobile phones for economic exchange, and the role of mobile phones in romantic relationships. But, the current study investigates the level of effectiveness among other seven communication channels between managers and employees in Sulfo Rwanda Industries Limited which includes mobile and other communication tools.

Nash (2013) examined the U.S. Presidents and the Office of Management and Budget in Public Communications: Influencing the Policy Process. His purpose of study was to examine and understand these public communications in order that strategists may anticipate their effect on the social change policies they wish to influence. However, the data collected by gathering a summative content analysis of secondary data from: public communication tools, such as executive memos, executive orders, and public declarations, all of which change the nature of the policy process addressed by these communications, while it analysed in coding system. The researcher found that these communications moved from simply structured documents designed to provide direction to the government to complex rhetorical arguments

using politically charged language designed to influence the policy process itself. Understanding the nature of these communications gives civil society and the government, including the president, another tool to interpret them in order to prepare for the political process of implementing social change programs on the federal level. Although, the previous research emphasised on public communication tools, the present research examines the efficient of addressed documents includes memos and letters among the other seven communication channels between managers and employees of Sulfo Rwanda Industries Limited.

Khan (2011) conducted the study about college of social and behavioural sciences. The purpose of that quasi-experimental study was to evaluate the effectiveness of a systematic school-home intervention to improve reading fluency scores. The intervention consisted of using informative memos, regular mailings of information to home address, and monthly newsletters to parents. The data was collected by using dynamic indicators of basic early literacy skills was used to gather data. Whereas, data analysis used analysis of variance (ANOVA) revealed that there was a significant statistical difference in the reading fluency scores between the control and treatment groups. It is suggested that schools apply this school-home communication intervention particularly in the early grades and encourage parent participation. Those findings make an important contribution to social change by providing schools, parents, and school leaders with a systematic method to enhance reading performance by targeting students at an early age and their parents to promote long-term student success and enhance academic learning. The previous research evaluated the efficient of addressed in terms of learning communication. But, the contemporary study determines the effectiveness of addressed documents contains

memos and letters among the other seven communication channels between supervisors and staffs of Sulfo Rwanda Industries Limited.

Gato (2012) conducted the research on letters, lectures, memos, and minutes: an archival study of George Pierce Baker's Role in the history of Theatre and performance studies. The objective of the research was to examine Baker's career as a rhetoric professor at Harvard as well as his tumultuous relationship with the Harvard Corporation, an entity which did not support his interests in dramatic writing. It has been used to look to the archives to understand Baker's move to Yale University, a move which allowed for dramatic writing to be placed at the centre of the curriculum, rather than on the periphery, where it had existed at Harvard. The data analysed by discussing the archival texts of these communication means namely: lectures, letters, memos and minutes. The result showed that those communication channels used by George Pierce Baker offer rich insight into a burgeoning discipline of study at Yale in the Dramatic Arts as well as illustrate the development of a discipline of study in the early last century. However, the present study investigates the richer level of addressed documents contains memos and letters among the other seven communication channels between managers and employees of Sulfo Rwanda Industries Limited as profit company, while the previous study focused on personal addressed communication means as professor at Harvard university.

2.11 MEDIA RICHNESS THEORY

Media Richness Theory propounded by (Daft and Lengel, 1984; 1986) is an embedment of Contingency Theory. This is so because it creates suggestions concerning the connection between information processing necessities, excellent, and

practice of means or media (Rice, 1992). Media Richness Theory (MRT) has been applied in several studies to identify how dissimilar sorts of communication media affect the routine of different forms of jobs (e.g., Daft and Lengel, 1986). A richness of media arrangement's level is estimated on a range of the richest media on some end on one hand, and the slimmest media on the other. The MRT literature maintains that face-to-face communication is the richest communication instrument as well as text-based arrangements such as memos and e-mail as the leanest communication means (D'Ambra, *et al*, 1998).

In order to determine the proper media method to be used the MRT suggests two categories of assignment features which help in achieving the level ambiguity and the level of equivocality involved in the task effects/powers. First, the present of level of present ambiguity in the task is argued to affect the choice of communication channels (e.g., El-Shinnawy and Markus, 1997). The studies carried out by Galbraith, (1973); El-Shinnawy and Markus, (1997) defined ambiguity or uncertainty as the difference between the quantity of information required to perform a task and the information already possessed. Second, is the level of equivocality involved in the task effects/powers media choice (El-Shinnawy and Markus, (1997). According to Draft et.al, (1987) equivocality refers to ambiguity of disagreeing interpretations of a situation with various meaning (Weick 1979; Daft and MacIntosh 1981). In equivocal positions, clouds do not obtain comprehended answers or responses (March and Olsen, 1976). When a particular task has a high level of equivocality, comfortable communication channels create better-quality response (D'Ambra, *et al*, 1998).

The MRT features indicate that text-based communication channels are lean and hence suited for non-equivocal tasks (Daft and Lengel, 1984). Furthermore, text-based communication channels are more preferred and chosen for communication containing statistical information (El-Shinnawy and Markus, 1997). Also, El-Shinnawy & Markus (1997) found that workers and superiors prefer to pick text-based communication channels such as the following: E-mails, SMS and addressed documents when the statistically based information is required and existed in the condition. The Table below shows the media richness theory.

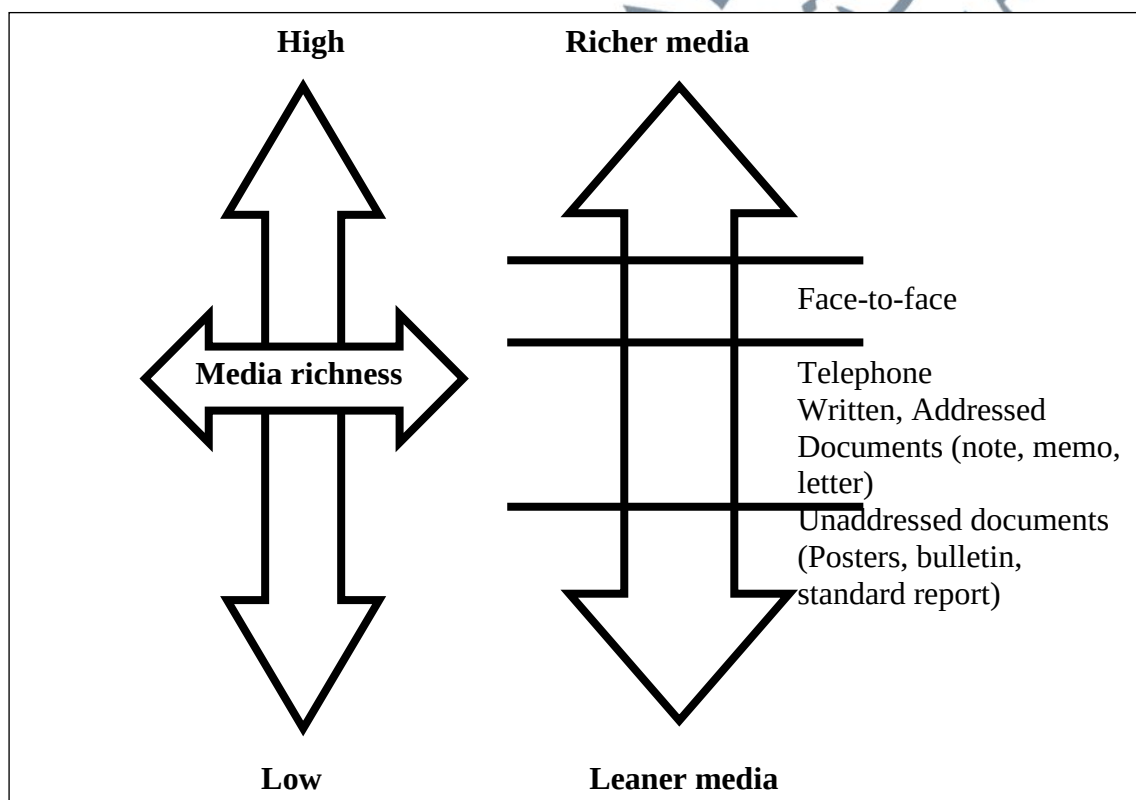


Figure 2.3: Hierarchy of Media Richness: (Daft, Lengel, and Trevino 1987)

Some studies from earlier years have valued customary communication media to measure how different media impact job or duty performance (e.g., Rice, 1992).

Many current studies have added contrasts between customary means communication

media and any or some method of modern technologies (e.g., Dennis, Kinney, and Hung, 1999). The modern studies observe influences among various recent methods of communication media and information transmission procedures by means of technology, such as electronic-based mail systems and voicemail technology (e.g., Kahai and Cooper, 2003).

Media richness is regarded as the ability to facilitate the shared meaning and understanding within a time interval (Rau, Gao, & Wu, 2008). Media richness theory means that richer communication media in terms of representations for uncertain issues are generally more effective and adequate than insufficient or lean media. The information which is represented with high richness media representations can be effectively communicated and conveyed when the information is highly uncertain and equivocal (Sun & Cheng, 2007).

Wright mentions that media richness theory is one of the more noticeable theories to describe the relationship between communication media and performance variables, (Wright, et al. 2008). In 1994, the scholars define that, media richness theory suggests that communication media contrast in few extends which are, it can overcome various communication limit of time, situation, permanence, circulation and distance (D'Ambra, et al. 1994). It can transfer social symbolic and nonverbal cues of human communication and carry equivocal information. Fundamentally, on the capability of the media to transmit nonverbal cues, offer direct feedback, transfer personality behaviours and support the use of ordinary language while collaborating is how the media richness theory estimates the richness of the media (Kock, 2004). In addition, the richness of the media may be influenced by on feedback, multiple cues,

language variety and personal focus (Daft, et al. 1987). Media richness theory explicated the media choice, where the theory recommends that the greater the probability of a message being misunderstood, the greater the necessity for rich media and propose that choosing a medium which contests the task is likely to lead the most effective effect (Waldvogel, 2005).

The Media richness theory suggests a five step range of media and their level of richness. Communication media involved in this range are face to face, phone calls, Addressed documents, unaddressed documents such formal documentation and numeric reports (D'Ambra, et al. 1994). The tool of communication is measured to be richer if it's able to share feedback capability, language variety and personal focus. Communication channels fluctuate in their capability to assist understanding (Daft, et al. 1987). According to its ability to simplify shared meaning a medium can be considered as high or low in richness. A rich channel expedites insight and quick understanding. Face to face, telephone, addressed documents; unaddressed documents are classified accordingly in sequence based on its ability for handling equivocal information. In order to transfer messages and reach understanding People depend on language content and audio cues such as tone of voice. Telephone as a communication channel as individual and uses ordinary language which marks it relatively rich. Hence according to MRT, face to face communication is measured as the richest tool of communication (Baninajarian, et al. 2011). Matching face to face to computer mediated communication, face to face permits simultaneous communication of multiple cues such as head node, smiles, eye contact, tone of voice, face to face communication also uses a high variability of ordinary languages and transfers reactions and emotions (Daft, et al. 1987). Moreover, telephone channel is reflected as

second rich less than face to face. Feedback competence is fast, but visual cues and body language are cleaned out.

Theory provides two primary kinds of task features that support determine the suitable means form to use (Wright, et al. 2008). First is the level of uncertainty existent in the task is said to affect and influence the choice of communication channels. Second the level of equivocality included in the task affects media choice. The MRT is one common theory among the computer mediated communication models as its fundamental concept is logically appealing. This contains the number of cue systems maintained by a channel, the immediacy of feedback that the channel proposals, possible for ordinary language and message personalization. Equivocality is defined as the degree to which a decision making condition and information correlated to the procedure are exposed to multiple explanations and understandings (Knapp and Dally 2002). The MRT is most denoted by the researchers to test for these categories of matters. For an example, a study piloted by Lee Cheang Ean with the title of the ‘computer mediated communication and organizational communication; the use of new communication technology in the company’, published in the year of 2011. The research was to measure the forms of communication systems used in the company and its objective.

2.11.1 Studies Relating to Media Richness

Most previous studies of media richness have concentrated on the observed helpfulness of a medium or the possibility that it will be used for a particular assignment or job. These studies have thrown out from functionalizing the key result of rich media as suggested by the theory: permitting a correspondent to “overcome

different frames of reference or clarify ambiguity” to rapidly comprehensive an equivocal message job (Daft and Lengel, 1986: 560).

Among of studies which related to MRT, is the research with the title of ‘communication channel used by academic staff in interacting with their students’ published in the year of 2009. The purpose of this study was to examine the influence of communication technology as a channel for the communication between academic staff and their student. The outcomes of this study explain that, although there are communication technologies that are accessible these days, traditional communication channels still remains to be most preferred tools among the academic staff at this institution of higher education. However, even though face to face communication is the most believed communication tool, in some conditions modern communication means such as email may perhaps also give a improved solution in other positions and situations. Moreover, according to this research, email was presented as the third commonly believed and chosen communication tool among the faculty members to communicate specific forms of messages such as to send normal or multifaceted messages (Ghanbari et al. 2009).

As well, other related study was recognized, the research was titled as “the role of email in improving task performance among executives in Malaysia’ printed out in the year of 2011. This study was carried out by Narges Baninajarian, Zulhamri Abdullah and Jusang Bolong. The general purpose of this study was to investigate the role of email in improving task performance in organizations among the executives. This study has truly challenged the media richness theory. The outcome of the research displays that the respondents perceived email to be moderately great rich

channel. As a result, the outcome has pointed out that email richness and email ease of use have a positive significant relationship with task performance. It can be determined that respondent of this study, perceived emails as a rich tool and it is a appropriate means of communication for them to use to make decisions (Baninajarian et al. 2011).

Communication channels are defined in MRT as somethings change gradually of richness (Lu et. al., 2014). For illustration, face-to-face communication is measured to be a rich channel, as it allows communication with direct feedback. Besides, with face-to-face communication a person has the opportunity to communicate a diversity of cues simultaneously such as facial expressions or emotion. On the other hand, text-message based communication such as texting via a mobile phone is much lower rich than face-to-face communication (Maity and Dass, 2014) as there is much lower ability to transfer multiple information cues and there is no direct feedback.

Covering the theory to decision making in e-commerce, media richness is a typical that permits a specific marketing communication tool to transfer information to customers and support them with their decision-making procedure. Maity and Dass (2014) indicated that decision-making confidential a bodily store includes face-to-face communication. It has instant feedback and communication abilities due to the accessibility of in-store salespeople. As a result, an individual emphasis and a wide diversity of language support are available. Hence, it is determined that the in-store marketing communication tool is very high in media richness. The scholars stated that the online situation has lower abilities of direct feedback and individual emphasis in comparison with physical stores. As a result, they measured the online environment to

be much fewer in media richness. Within an online environment, feedback between the organization and its clients and customers is probable if the situation has rich, varied and direct communication capabilities. A high degree of feedback can make co-presence: in a research by Kim, Suh and Lee (2013) about the influences of collaborative online shopping through social viewpoints it is determined that feedback is a feature of media richness and that a higher level of feedback can increase the online shopping involvement. Additionally, the scholars found out that embodiment or providing an avatar as a user's modify character in an online environment, which can lead to increased perceived co-presence. In turn, co-presence enhanced feedback and the shopping involvement.

In a research by Hausman and Siekpe (2009), respondents were randomly focused to one of the two websites which both simulate a shopping site. The websites were manipulated on interface structures, where a number of landscapes may perhaps be categorized as computer features like an organization symbol or logo and a un-do button as well as human personalities like feedback features and language options. The outcomes proposed that both computer and human features were significant on perceptions of benefits or helpfulness and in-formativeness. In-formativeness can be stated to (Ducoffe, 1996, p. 22): Connecting the Media Richness Theory to the idea of feedback, there looks to be a joined influence. Study within the marketing communication ground displays that media richness and feedback both have influence on supposed knowledge/in-formativeness (Li, Daugherty and Biocca, 2002; Suh and Lee, 2005), and that better knowledge of the manufactured goods leads to higher purchase intentions (Berger, Ratchford and Haines, 1994). In a research of Lu, Kim, Dou and Kumar (2014) about encouraging bodily movement among college students

in an online situation, the scholars claim that website inventors should reflect using technology with high media richness to improve knowledge, attitude, and to increase behavioral purpose and intention.

The research that conducted by Lee and Kozar (2012) emphasizes on the influence of website usability concepts on online customers' purchase purpose directed a ground research with 1000 online customers. The target website of the research was Amazon.com. The scholars designed an online purchase scenario, which the respondents had to follow. After completing the shopping task, the respondents had to finish an online survey. In the survey, questions were questioned about ten usability concepts that were defined in an earlier research by the investigators. These paradigms or constructs were, for instance: consistency, readability and interactivity. Interactivity was defined as: "the ability to create vivid interaction and communication with users" (Lee and Kozar, 2012, p. 460). According to this meaning, it seems to have a high connection with feedback. The scholars determined that interactivity significantly affects purchase objective. One main contributor to the significant effect of interactivity on purchase intention was that it enables enhanced communication between organizations and its customers, for instance by setting in Twitter into the website. This may perhaps also be noted as a form of feedback between the consumer and the organization.

In the order of richness, the Facebook business page has been established to be higher than email and one or two levels lower face-to-face communication (Aasheim & Stensønes, 2011; Kaplan & Haenlein, 2010). Acceptance and usage of the Facebook business page by commercial organizations as a customer

communication means has been described using MRT (Aasheim & Stensønes, 2011). Facebook, in relationships of richness, creates an ideal tool for distribution of information, collaboration, education and ethical maintenance during disaster management (Ahmed, 2012). Finally, the rich interface of Facebook has been very usefulness in distributing weather change awareness among employees of a business (Shahkat, 2011). In brief, most previous studies related to MRT focused to feedback, commercial as well as relationships between students and academics staffs. Whereas, the present research investigates and emphasizes on communication channels between managers and employees in selected industries in Rwanda, Particularly to examine the perceived medium that is richer than selected channels.

2.11.2 Criticism of Media Richness

Several scholars have pointed out that practical research of the media-richness theory for modern media, such as social media and computer-mediated communication has not delivered the theory with enough of funding. The writers recommend that the media-richness theory should be redefined to be able to support modern communication channel, while others believe that a fresh and new theory should be established completely (Dennis, Fuller and Valacich, 2008). However, other researchers including Hege & Ingrid (2011) come out with the main points to be remarked when using MRT in the analysis.

- The media richness theory describes channels as high or low in richness on the basis of its ability to expedite common meaning.
- Communication usefulness is affected by the selected channel's abilities. The more a channel combines these: feedback, multiple cues, personal focus and language variety, the richer it is considered to be.

- Face to face communication is measured the richest medium. The model has been criticized for being out of date, of among other communication tools. It may be seen that the original concept does not support modern channels of communication for instance as well as there is no the richest means of communication in every certain condition.

Dennis, Fuller and Valacich (2008) explain what they consider to be the deficiencies of these earlier studies on media richness: In spite of media richness theory's complications, it is also outward that the study to date has not straight verified the fundamental right of the theory. The major right is that if operators choose richer media for equivocal messages, then their effectiveness will be better. Researchers who have questioned respondents what they strength procedure or have allocated workers to jobs and means of communication in order to measure observations or usefulness have not addressed that suggestion.

2.12 CONCEPTUAL FRAMEWORK OF THE STUDY

The study's conceptual framework is derived from the media richness theory that was developed by R.L. Daft and R.H. Lengel in 1986. The theory is based on two assumptions. The first assumption is that organizations process information to reduce uncertainty and equivocality (Daft and Lengel 1986). Galbraith (1977) defined uncertainty as "the difference between the amounts of information already possessed by the organization". Trevino, Daft and Lengel (1990) described equivocality as ambiguity of the activity caused by lack of proper interpretations about a group situations or environment. This implies that when equivocality is high, somebody does not understand proper question to ask whereas uncertainty is when somebody

understands the question but does not have necessary information. In practice, when information increases uncertainty and equivocality decrease.

Second assumption is that certain communication channels work better in some organizations than others. For example, cellular phone calls medium of communication may work better in one organization while it can be unpopular in another organization. Rice and Shook (1990) explained that the richness of each media is based on four criteria; feedback, multiple cues, language variety, and personal focus. It was on this basis that Daft and Lengel (1986) created a scale which rates the richness of media from high to low in the following order face-to-face, telephone, written, addressed documents and unaddressed documents. They therefore noted that face-to-face is the richest medium of communication while unaddressed documents a lowest medium. The researcher noted that the theory does not reflect ICT-mediated communication.

Based on the above four criteria of communication channels in the theory, the conceptual framework of this study was based on seven variables; Facebook, e-mails SMS, mobile phone calls, fixed line calls, addressed documents and face-to-face. The study relates them with three communication competencies; Role Understanding Competency, Organization's Culture Awareness Competency and Employees' Performance Competency. This is illustrated in Figure 2.4

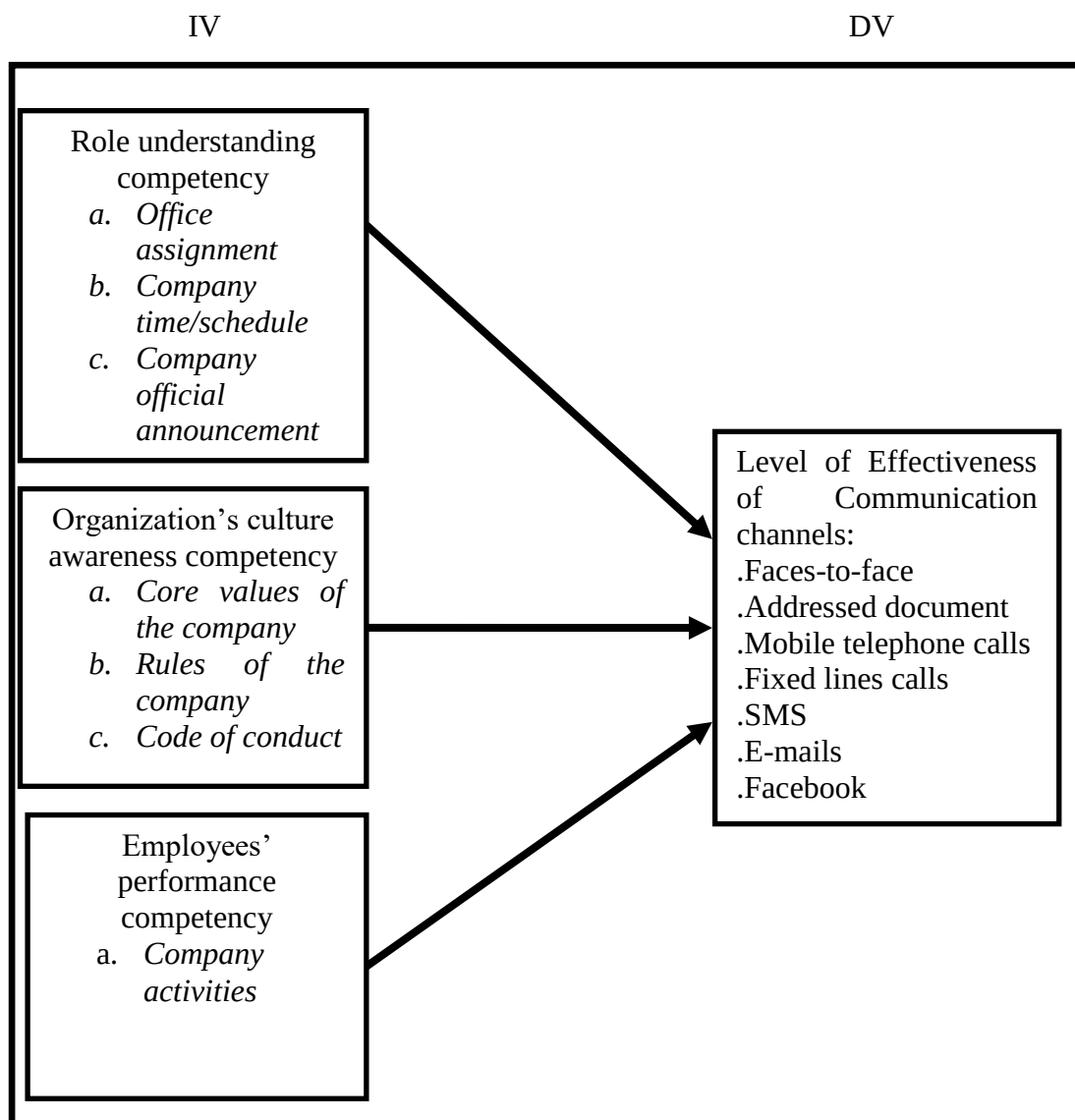


Figure 2.4 Conceptual framework of the study based on Simple Linear Regression Analysis

The framework illustrates communication channels which are described by the theory as dependent information processing. It also illustrates three competencies as in equivocality. The Role understanding competency explains the ability of the employees to receive and understand messages from their managers. The more they understand the messages, the more they become effective in their activities. In the role understanding competency includes three independent variables namely; office assignment, company time/schedules and company official announcements.

The Organization's culture awareness competency explains the ability of the employees to know three independent variables which are the core values, rules and code of conduct of the organization. The employees' performance competency assesses the employees' performances in the organization which means one independent variable specifically company activities (Dawson, 2004; Daft & Lengel, 1986; Allaire & Firsirotu, 1984; Greenbaum, 1972). Therefore this study shall examine communication channels of employees when communicating with their managers using face-to-face, addressed documents, telephone calls (mobile and fixed lines), SMS, e-mails and Facebook type of media in view of the three competencies.

2.13 HYPOTHESES OF THE STUDY

The quantitative study (simple linear regression analysis) on the relationship between competencies and level of effectiveness of communication channels, the following seven variables namely: Office assignment, Company time / schedules, Company official announcements, Core values of the company, the rules of the company, Code of conduct and Company activities assisted to address the MRA hypotheses below:

H_{1a} . There is a significant relationship between Office assignment and Level of effectiveness of communication channel in the Sulfo Rwanda Industries.

H_{1b} . There is a significant relationship between Company time / schedules and Level of effectiveness of communication channel.

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

H_{2a} . There is a significant relationship between Core values of the company and Level of effectiveness of communication channel in the Sulfo Rwanda Industries.

H_{2b} . There is a significant relationship between the rules of the company and Level of effectiveness of communication channel in the Sulfo Rwanda Industries.

H_{2c} . There is a significant relationship between Code of conduct and Level of effectiveness of communication channel in the Sulfo Rwanda Industries.

H_3 . There is a significant relationship between Company activities and Level of effectiveness of communication channel in the Sulfo Rwanda Industries.

2.12 SUMMARY OF CHAPTER TWO

The chapter summarises the contextual of the perceived richness communication channels based on role understanding, organizational culture awareness, and employees' performance competencies. It describes the communication channels and displays the previous research works/studies as well as media richness theory have been presented. The chapter also talks about conceptual framework and the hypotheses.