

**AN EXPLORATION STUDY ON THE EFFECTIVENESS OF INTERNAL
OFFENDER COMMUNICATION AT MDANTSANE CORRECTIONAL
CENTRE**

By

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DECLARATION

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In accordance with Rule G4.6.3, I hereby declare that the above-mentioned thesis is my own work and that it has not previously been submitted for assessment to another university or for another qualification.


.....
Student signature

DEDICATION

I dedicate this dissertation to my mother Nokwanela Matanga, and my sons Othandwayo and Mivuyo Matanga, for their never-ending support and faith in my abilities throughout this journey. My family, Sive, Ncedisa, Zandisiwe, Busisiwe and her husband Luthando Tyhalibongo, have been my source of inspiration, especially during the most challenging times. Mr Andre Castle, thank you for your guidance and pointing me in the right direction whenever I needed assistance.

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ACRONYMS

DCS	-	Department of Correctional Services
HCC	-	Head Correctional Centre
CMC	-	Case Management Committee
PMC	-	Participatory Management Committee
ORP	-	Offender Rehabilitation Path
NGO	-	Non Governmental Organisation

ABSTRACT

Contributing to a just, peaceful and safer South Africa through effective and humane incarceration of inmates, rehabilitation and social reintegration of offenders is the Department's mission statement. Correctional Service's chapter 3 of the white paper on corrections, promotes the spirit and practise of goodwill and sincere interaction between offenders and their communities and families. Furthermore, rehabilitation is the responsibility of all social institutions and individuals, (starting within the family, educational, religious, sporting and cultural institutions), and a range of government departments. The main aim of this research was to explore the effectiveness of internal offender communication at Mdantsane Correctional Centre. The following research objectives were followed: (a). to examine the effectiveness of internal offenders' communication at the Mdantsane Correctional Centre, (b)to assess challenges in the accessibility and flow of information between the department and offenders in the Mdantsane Correctional Centre and (c)to determine offenders' preferred mode of communication in the Mdantsane Correctional Centre.

A qualitative research design using in-depth interviews with Mdantsane Correctional Centre staff was utilised. A type of non-probability sampling known as purposeful sampling, was used. A total of twenty-five (25) participants were interviewed, using thematic content analysis for the findings and recommendations revealed in chapter 5.

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CHAPTER ONE

BACKGROUND AND ORIENTATION OF THE STUDY

1.1 INTRODUCTION

The consistent need for appraisal of communication techniques in an ever changing social and corporate environment, has resulted in the need for more dynamic internal communication tools and techniques. These perpetual changes in organisations force leaders of organisations to change their communication tools and approaches so as to adopt communication skills consistent with the new environment (Stein, (2006). The dilemma that most leaders face in modern times is the unpredictable challenges, which require a different degree of flexibility.

When organisations show adaptability of communication styles, particularly internal communication, the changes they effect in terms of communication tools and approaches result in commitment. However, in some organisations these changes are seen as a threat by employees (Anderson & Anderson, 2001). In order to support internal and external communication tools, appropriate communication skills are required, along with the necessary resources to support intended changes (Shareef, Mahmood & Ishaque, 2012). The changing scenario calls for on-going revitalisation and transformation of organisations to meet the competitive challenges ahead. The quality of internal communication represents a valuable source of organisational improvement and competitive advantage (Hay & Singh, 2002). Such changes in the world have encouraged researchers and organisations to study and focus their attention on internal communication and its effect on commitment and performance. Cheney (2011) is of the view that modern organisations should adopt communication styles that support employees, provide them with a vision, cultivate hope, encourage them to think innovatively, individualise consideration and broaden communication. All these factors are important features of good communication styles.

1.2 MOTIVATION FOR THE CHOICE OF STUDY

The researcher was motivated by the situation prevailing in various Correctional Service Centres in South Africa, where issues of misunderstanding, on-going animosity and a sense of hostility exist between offenders and correctional service

officials. The researcher observed several contemporary challenges that currently define the modus operandi of the correctional institutions including, among other things, burgeoning cases of misconduct and ill-discipline as well as corrupt practices between offenders and officials. These could perhaps be symptoms of underlying problems, and could be caused by blurred lines in internal communication between the offenders and the institution that need to be addressed.

The researcher is also motivated by the fact that, as a communication practitioner in the institution, most communication related challenges, by both offenders and correctional officials, are brought to the attention of her department. She therefore realised that in some instances it seems as if serious gaps prevail on proper and clear lines of communication. It is against this background that this researcher feels justified in embarking on a study that seeks to explore the effectiveness of internal offender communication in the Mdantsane Correctional Centre.

1.3 BACKGROUND OF THE STUDY

The South African department of Correctional Services is amongst the largest government service delivery facilities in Africa (Giffard, 1997). Dissel and Ellis (2003), advanced the view that the prison population in South Africa has significantly increased from 113,856 correctional offenders in 1994 to 170,328 on 31 December 2000. This shows a 30% growth in the rate of offenders sentenced to correction, but above all the growth of 117% in the rate of awaiting trial offenders is worrisome. The Department of Correctional Services' Annual Performance Plan (2015/2016) indicates that there were 160 103 inmates incarcerated in 2011/2012. Interestingly and astonishingly, the Annual Performance Plan shows a drastic decrease in 2012/2013 to 151 517 inmates incarcerated but that number increased again to 157 969 in 2013/2014. In 2015/2016 the annual statistics show 155 620. This institution, according to the Department of Correctional Services' Strategic Plan (2015/2016), as far as practically possible, is doing its utmost to incarcerate and rehabilitate offenders close to their relatives so as to foster family ties.

Apparently, the majority of offenders are not literate and depend on others to write and read letters for them and sometimes their families (Dissel and Ellis, 2003). In line with the human rights imperative of the Constitution, a new Correctional Services Act (Act

No.111), was drafted in 1998, which was subsequently passed into legislation, enabling the department to introduce the offender rehabilitation path (ORP), which replaced the disorganised system commonly referred to as 'warehousing' with a corrections sentence plan, which now focuses on the individual and caters for needs directed intervention (Giffard, 1997). This process takes place within twenty-one days of admission and is done by assessment officials. Upon admission, offenders are addressed in the language they understand and if necessary the assistance of an interpreter is engaged (Geraldine & Peter, 1998),

Due to the high rate of recidivism, habitual offenders pay little attention to this orientation as they know it all too well. On admission, all offenders are addressed collectively by the Head of the Correctional Centre and orientated about the rules and regulations as well as services offered. The address is contained in the orientation manual dealing with general information in the DCS. The Head or his delegate will continue with specific institutional arrangements such as unlock arrangements, services offered and protocols.

In order to enhance communication this information is posted inside housing units and single cells. The offenders are required to append their signatures or thumbprint acknowledging receipt of the orientation manual and address. The language used in the Mdantsane Centre are the predominant language of the area which is Xhosa, however, Coloureds are either speaking Afrikaans or English as an attempt is usually made to incarcerate offenders as close as possible to their families. This is not always possible due to security classification, for example, Kokstad Closed Maximum Centre houses the most dangerous offenders who speak almost all the official languages since it is a national institution. In order to adhere to the Constitution, no language is inferior to another and as a result the expectation is that officials must have the ability to speak at least two of the official languages.

1.4 RESEARCH PROBLEM

The importance of ensuring efficient and effective internal communication between inmates and the Department of Correctional Services cannot be over emphasised. Since the new democratic dispensation in 1994, the current government has provided such methods of communication as: the Offender's Rehabilitation Path (ORP), which

is conducted within 21 days of incarceration; orientation, which is a marketing session for all correctional programs; the Prison Management Committee, which is formed by offenders from different prison units; complaints and requests, (done on Sundays) or when necessary, to transfer information to offenders; Representatives of inspecting Judge, (who independently visit the centres to check on complaints and requests of offenders); notices; gatherings; media (TV & Radio); telephone and offender to offender (word of mouth between offenders), as well as offender enquiries. All these modes of communication are there to enable a good working relationship between inmates and the institution.

However, inmates' human right of access to information that involves them, which is not only enshrined in the Republic of South Africa's Constitution, but also in both regional and international protocols such as the African Charter on Human Rights and the Declaration of Human Rights respectively, have been violated and compromised on various occasions. This has led to uncertainty in the working relationship between the inmates and the department. The Department of Correctional Services has tried repeatedly to find a viable solution to the problem of efficiency in processing and maintaining internal communication in an endeavour to provide excellent service delivery to inmates. This study is therefore justified in evaluating the effectiveness of internal communication in Correctional Centres as well as attempting to unearth all the underpinnings that have led to this sad state of affairs.

1.5 RESEARCH AIM AND OBJECTIVES

The main aim of this study is to explore the effectiveness of internal offenders' communication systems used by the Department of Correctional Services at the Mdantsane Centre to communicate with its client systems (offenders); with the following specific objectives:

- To examine the effectiveness of internal offenders' communication at Mdantsane Correctional Centre.
- To assess challenges to the accessibility and flow of information between the department and offenders in the Mdantsane Correctional Centre.
- To determine offenders' preferred mode of communication in the Mdantsane Correctional Centre.

1.6 RESEARCH QUESTIONS

- How effective is the internal offenders' communication in the Mdantsane Correctional Centre?
- What are the challenges to the accessibility and flow of information between the department and offenders in the Mdantsane Correctional Centre?
- What is the offenders' preferred mode of communication in the Mdantsane Correctional Centre?

1.7 SIGNIFICANCE OF THE STUDY

This research study will be of benefit to the policy makers as it will help them to restructure, reformulate or review the communication systems for efficient and effective service delivery that is meant to bolster mutual understanding and maintain a good relationship between the inmates and the Correctional Services Centre.

This research project is paramount as it will serve as a lobbying and advocacy forum to call the institution, department and other stakeholders (NGOs) to intervene on the issues that seek to violate the human rights of the inmates, especially the right to access information as espoused by the Republic of South Africa's Constitution and the Bill of Rights.

Communication practitioners serving in different spheres of government will benefit from the research findings and enhance their practices, especially in communication between the service providers (DSC), and the service users (inmates). This impending research project will be useful in the domain of communication as it will provide data for follow up research, which could focus on areas of research concern in communication even beyond the current study.

1.8 PRELIMINARY LITERATURE REVIEW

1.8.1 Internal communication

In this context, internal communication can be defined as communication within an organisation, between different groups and individuals at different levels and with different specialisations, that is designed to organise day-to-day activities (Dolphin, 2005). The main purpose of the internal communication function is to assist people in

an organisation to work together and learn together in pursuit of shared goals and/or the mutual creation of value (Clutterbuck & Hirst, 2002). This definition provides a useful starting point as it refers to the ways in which 'managed' communication is disseminated throughout an organisation, with clear responsibilities based on the target market's role or position within the organisation.

Ideally, internal communication strikes a balance between communicating too little, thereby creating a vacuum that causes distrust and speculation and too much, which can result in information overload or the paradox of plenty, in which an overabundance of information is ignored. Barto and Sias (2004) note that receiving a large amount of information is not necessarily the same as getting the right amount of information.

1.8.2 Effective Communications

Communication is an umbrella term for a range of tools, skills and actions that enable messages to be sent and received. In recent years, both internal and external communication has taken on a more strategic role within business (Quirke, 2000). Effectiveness concerns all forms of internal communication. There are two factors which enhance effectiveness; firstly, the conformity of what a sender wanted to say with what an addressee comprehended; secondly, the realisation of a pragmatic objective.

Diverse literature sources indicate that two-way symmetrical communication is ideal and characterises excellent organisations (Welch & Jackson, 2007), as it attempts to balance the interests of the organisation and its publics (Welch & Jackson, 2007: 187). However, in large organisations, the extent to which this can be done in practice is limited. These authors are of the view that communication can be considered symmetrical if the content meets the target audiences' need to know rather than the managements' need to tell.

1.8.3 Channels of Communication Currently Utilised

Irrefutably, channel of communication plays a major role in transforming information effectively, as different communication channels have different characteristics in terms of their suitability and effectiveness. Some are suited to send message to a mass audience and other channels are more suited for a smaller group (Mass, 2009).

However, selecting an optimal communication tool depends primarily on the type of information and the target audience (Anna, 2001). As such, face-to-face meetings are faster when jobs are of a low complexity but electronic communication is efficient for task completion (Geraldine & Peter, 1998).

In the same vein, Stein (2006) identified an inextricable relationship between types of communication channels and the perceived sense of community in a large, complex organisation. She also believes that there is a high correlation between communication and the community-building process. This symbiotic relationship between communication and organisational culture depends on various aspects, such as the reciprocity between communication influence on culture and culture's influences on communication. The perception of a positive sense of community inside an organisation contributes to a positive organisational culture. MacLeod and Clarke (2009) suggest that good quality internal communication enhances engagement in public, private and voluntary sector organisations. It cites poor communication as a barrier to engagement and a cause of disengagement.

The efficiency and effectiveness of internal communication does not only result from the adequate selection of tools or participants' communication competences. Continuous monitoring of the process, examining offender's information needs and searching for communicational solutions to problems are extremely important as well. Regular communication audits, a reliable analysis of the obtained results and implementation of the proposed improvements enhance internal communication quality.

1.9 THEORETICAL FRAMEWORK

An evaluation on the effectiveness of internal inmates' communication at Mdantsane Correctional Centre can be explained by many theories, each contributing significantly to the explanation. The following theoretical framework from this researcher's view, can contribute significantly to the understanding of this phenomenon.

1.9.1 Empowerment theory

The empowerment theory is perhaps the most fundamental theory for this study, although it is mostly relevant and utilised in the social science domain. According to

Morell (2003), empowerment attempts to transform and humanise people in living societies. Empowerment refers to an increase in the ability to make decisions that promote the well-being of individuals (Morell, 2003). In the empowerment model vulnerable people may have less power to make decisions that promote their well-being. The empowerment model therefore, aims to bring back the power of individuals by providing information that could help them to realise their full potential as well as enable them to understand their human rights better (Morell, 2003). This theory is appropriate for this study, because it will enable the researcher to evaluate internal communication systems which should be beneficiary to the development of the relationship between inmates and the Correctional Service Centre, as well as empower communication services that can be offered to inmates in an endeavour to capacitate them with regard to self-determination.

1.10 RESEARCH METHODOLOGY

Research Methodology generally refers to the approaches that are used by researchers to gather and analyse data (Terre Blanche et al., 2006). It constitutes three components, research design, data collection methods and data analysis methods.

1.10.1 Research paradigm

Paradigm refers to a worldview in which phenomena can be understood (Creswell, 2009). The researcher has adopted a naturalistic paradigm. A naturalistic paradigm was appropriate for this study because it explains people's experience and behaviour without the use of statistical quantification (Creswell, 2009). This has helped the researcher to identify appropriate methods to carry out the study.

1.10.2 Research design

Research design is a strategic plan for action which serves as a bridge between a research question and the implementation of the research (Creswell, 2009). The present study employed a qualitative technique. The researcher chose this design due to the fact that it is more concerned about uncovering feelings, knowledge and experiences of people in a situation (Cole, 2006). This design was appropriate for this

study as it enabled the researcher to gather information on the experiences, feelings and knowledge of the participants regarding the phenomena under investigation.

1.10.3 Data collection methods

Data collection methods are the procedures set by the researcher to collect data (Creswell, 2009). This study employed one-on-one, in-depth interviews for this paper.

1.10.3.1 *In-depth interview*

The individual interview method is one in which the researcher poses questions on the basis of a face to face interview. Unstructured interviews were adopted in this case. De Vos, Strydom, Fouche and Delport (2011), define unstructured interviews as those that are organised around areas of particular interest, while still allowing considerable flexibility in scope and depth. This assisted the researcher in getting insightful knowledge into the participants' views regarding the phenomena under investigation.

1.10.4 Data collection instruments

Data collection instrument refers to the device used to collect data (Babbie, 2010). This researcher developed an interview guide with predetermined, open-ended questions that guided the one-on-one interviews.

1.10.5 Research domain

Research domain refers to the area where the project will be conducted (Creswell, 2009). In this study, the research domain was the Mdantsane Correctional Services Centre in the Buffalo City Municipality in the Eastern Cape Province. This is because all the inmates have, in one way or another, have experienced and been influenced by internal communication whether positive or negative.

1.10.6 Population under study

Population refers to all the subjects of the study for whom the results of the study will be applicable (Babbie, 2010). In this research, population refers to all male offenders and correctional service officials that will serve as representatives of the entire population of both offenders serving their sentences at the aforementioned centre, and the officials that deal with internal communications.

1.10.7 Sampling frame

A sampling frame is a list or set of elements from which a sample can be selected (Terre Blanche et al., 2006). In this study, the sampling frame consisted of twenty (20) male offenders that are serving their sentences in the Mdantsane Centre.

1.10.8 Sample/ unit of analysis

A sample is a small portion of the total set of objects, events, persons that together comprise the subject of a study (de Vos et al., 2011). The study utilised twenty (20) male participants selected from all different sections of the centre. The centre is only designed to incarcerate male offenders serving sentences ranging from fifteen (15) years to life, from the age of eighteen (18). The level of education ranges from primary school to tertiary, they are single, married, and widowed and the racial background is amaXhosa and coloured.

1.10.9 Sampling methodologies and techniques

Sampling methodologies are the techniques that researchers use to select a sample (Creswell, 2009). This study adopted non-probability sampling methodology using a purposive sampling technique, which refers to the reliance on available subjects (Babbie, 2010). Therefore, purposive sampling was adopted; this means that the participants involved were selected based on the researcher's judgment about which would be the most representative of the whole (de Vos et al., 2011). By using purposive sampling, the researcher was able to select participants that yielded the required characteristics and had experienced different types of internal communications at the centre.

1.10.10 Data Collection Process

To expedite the data collection process, the researcher gathered the data in a language in which the participants could express themselves comfortably, which was Xhosa and English. However, languages other than English were translated into English. The researcher utilised a recording device and jotted down notes to complement the feelings and expressions of views by participants, which were mainly in writing in the space provided on the research question guide.

Permission to collect data was obtained from all the relevant “gate keepers” in the Department of Correctional Services, nationally, provincially and at area level. The researcher was assisted by the Division Head of Education at the Mdantsane Centre in terms of different categories such as age, race, education, years of sentence of offenders checking them on the G3 cards that they carry with them all the time during the incarceration.

1.10.11 Data analysis

Data analysis involves reading through the raw data repeatedly, and breaking it down (Terre Blanche et al., 2006). The study adopted a thematic content analysis method to analyse the information that was gathered. This method was appropriate for this study because it involves interpreting the data by sorting, categorising, organising and reducing them into more manageable themes through the process of coding (de Vos et al., 2011). This helped the researcher to identify common themes and therefore, interpret them in a meaningful way.

1.11 DELIMITATION OF THE STUDY

The research did not involve all the inmates and officials in Mdantsane Correctional Centre or all Correctional Centres in South Africa. It was restricted to just a handful of inmates and officials in one particular centre. As a communication practitioner in the correctional services field, the researcher chose to conduct this study in a centre away from her place of work to prevent any bias. Moreover, the researcher’s integrity and the fact that she believes strongly in the value of free empirical studies, helped her to carry out the study with a minimum of bias. Lastly, this study could have been conducted in an institution other than the DCS but that could have derailed the study’s purpose of identifying the gaps in the DCS’s internal communications. The intention is to strengthen the communications systems, not to expose weaknesses.

1.12 ETHICAL CONSIDERATIONS

Ethical procedures in this study were established to protect the participating individuals’ physical and mental integrity, to respect their moral and cultural values, religious and philosophical convictions, as well as other fundamental rights, including

respect for their privacy, and the maintenance of the highest level of confidentiality (Babbie, 2010). The researcher has therefore considered the following:

1.12.1 Voluntary participation

In this study, participants were encouraged to participate out of free will. A major tenet of social research ethics is that participation should be voluntary (Babbie, 2010).

1.12.2 Avoidance of harm

In this study, dangers such as physical, emotional or psychological harm were closely guarded against and thoroughly examined. The researcher ensured that none of the research participants were harmed emotionally, physically or psychologically.

1.12.3 Anonymity and Confidentiality

De Vos et al. (2011) indicated that in social research every individual has a right to privacy and it is his or her right to decide when, where, to whom and to what extent his or her attitudes, beliefs and behaviour will be revealed.

1.12.4 Informed consent

The researcher also considered what is referred to by Auer (2011), as informed consent. This means that all the participants were firstly given a study purpose to help them decide whether or not to take part and if so, to give written permission for their participation

1.12.5 Vulnerability

Vulnerability refers to the lack of power or the inability to resist harm from hazards. In other words, as postulated by Creswell (2009), vulnerability is the degree to which people, social activities, culture, and resources are susceptible to harm. Participants in the study were offenders aged of 21 and older.

1.13 CHAPTER OUTLINE

Chapter 1: Background and orientation of the study

This chapter gives a brief overview of the study

Chapter 2: Literature review

This chapter is set out to collect information gleaned from relevant literature.

Chapter 3: Research methodology and research design

This chapter discusses the methodology employed in the current topic and a discussion of possible limitations.

Chapter 4: Data analysis and interpretation of findings

The chapter focuses on data analysis and the interpretation of the findings.

Chapter 5: Summary of findings, conclusion and recommendation

This chapter is dedicated to a summary and recommendations for future researchers.

1.14 CONCLUSION

Chapter one, is the background chapter that set the stage for the following four chapters. Its meticulous crafting from the study's background, problem statement and the objectives and research questions largely determines the correctness of the following four chapters. It also lays a foundation for the literature review, research methodology, data analysis and interpretation, discussions, conclusions and recommendations. Moreover, it will enable both the researcher and the readers to forecast how other chapters will unfold.

CHAPTER TWO

OVERVIEW AND IMPACT OF ORGANISATIONAL COMMUNICATIONS

2.1 INTRODUCTION

A review of the related literature is of paramount importance in the sense that it contributes a great deal towards a clearer understanding of the nature and the meaning of the phenomenon under study. Furthermore, a literature review provides in-depth information into the dimensions and dynamics of the research problem. Cole (2006) advanced the following views pertaining to literature review: (i) literature review enables the researcher to familiarise himself/herself with the current state of knowledge regarding the research problem, (ii) to learn how others have delineated similar problems, (iii) as well as how to narrow the focus of the research project and to ensure that the researcher does not unnecessarily duplicate what others have done.

Briefly put, the literature review in a research study seeks to achieve the following:

- To convince the readers that the researcher understands the current issues related to the topic under study (de Vos et al. 2011).
- To discover what existing data and empirical findings have been produced by previous researchers in the specific field of his or her research study (Creswell, 2009).
- Lastly, to point out ways in which the researcher's study is similar to, or different from other relevant studies that have previously been conducted and to fit the researcher's study into the jigsaw puzzle of present knowledge (de Vos et al., 2011).

The researcher's literature review in this study focuses on the literature from eclectic sources of information, all contributing to the understanding of the correctional service policy environment on communication; an overview of communication; defining communication; functions of effective communication; the information function; the command and instruction function; the influence and persuasion function; the integrative function; the innovation function; effective communication processes; internal communications; meaning of effective communications; channels of

communication utilised; underpinning factors of communication; process barriers; physical barriers; semantic barriers; psychosocial barriers; and theoretical framework.

2.2 CORRECTIONAL SERVICE POLICY ENVIRONMENT ON COMMUNICATION

Incontrovertibly, the very nature of incarceration limits basic rights of freedom of movement and restricts the right to communication. However, international legislations define the purpose of incarceration as being to protect society against crime, not simply by alienating perpetrators from society but by ensuring by every possible means that they are being rehabilitated (International Covenant on Civil and Political Rights Article 23). In other words, correctional services administration has to strike a balance between protection, security and rehabilitation programs that seeks to reintegrate inmates into their societies having their impaired capacity restored. Therefore, the Department of Correctional Services, guided by the RSA Constitution, has to ensure that human rights, including those of the inmates, find expression in Section 35 (2) of the Constitution Act 108 of 1996 where it states that “everyone who is detained, including every sentenced prisoner, has a right:

- To be informed promptly of the reason for being detained;
- To choose, and consult with, a legal practitioner, and to be informed of this right promptly;
- To have a legal practitioner assigned to the detained person by the state and at state expense, if substantial injustice would otherwise result, and
- To be informed of this right promptly;
- To challenge the lawfulness of the detention in person before a court and, if the detention is unlawful, to be released;
- To conditions of detention that are consistent with human dignity, including at least exercise and the provision, at state expense, of adequate accommodation, nutrition, reading material and medical treatment; and
- To communicate with, and be visited by, that person's-
 - Spouse or partner;
 - Next of kin;
 - Chosen religious counsellor; and

- Chosen medical practitioner.

Furthermore, the White Paper on Corrections (1994) 10C.1.4, through social reintegration of offenders' approach, also informs the DCS's policy on their internal communications such as: written communication; telephonic communication; visits with family, friends and loved ones; contact with social institutions from his community of origin; and access to information about the world outside through newspapers, television and radio. It further states, based on the Standard Minimum Rules (Rule 39), that "inmates shall be kept informed regularly of the more important news by the reading of newspapers, periodicals or special institutional publications, by hearing wireless transmissions, by lectures or by any similar means as authorised or controlled by the administration". Inspired by the tenants and ideals of the Constitution on human rights, the DCS endorsed the decisions associated with the privacy, family, home or correspondence of offenders, that must be fair, consistent and humane (Correctional Services Act No. 111 of 1998). In support of the aforementioned principle, the International Covenant on Civil and Political Rights (Article 23) suggests that the family is the natural and fundamental group unit of society and is entitled to protection by society and the state.

In addition, the adoption of the Mvelaphanda Strategic Plan for 2002-2005 came with an advent of Unit Management Unit with its six fundamental dimensions namely:

- Lateral communication, with team work and common understanding;
- direct, interactive supervision of inmates;
- Assessment and needs-driven programs in structured day and correctional plan;
- Multi-skilled staff in enabling and resourced environment;
- Restorative, developmental and human rights approach to inmates; and
- Delegated authority with clear lines of accountability.

However, with all the policy and legislative consideration put in place by both this country's government and international bodies, inmates and their families complain about a lack of communication. This has caused disputes between the DCS and inmates and their families. An example is the family of an inmate who had been stabbed demanded answers from the DCS in the Wellington Correctional Centre in

Mthatha. The family alleged to the newspaper that the department failed to inform or give them details of the alleged stabbing of their relative while incarcerated (Macanda & Majangaza, Daily Dispatch dated 17 December 2014).

2.3 AN OVERVIEW OF COMMUNICATION

Quirk, Lumpkin and Nelson (2000) believes that communication is an umbrella term for a great range of tools, skills and actions that enables messages to be sent and received. In recent years, both internal and external communication has taken on a more strategic role within various undertakings (Quirk et al., 2000). On the other hand, Huczynski and Buchanan (2001), are of the opinion that the major challenge facing institutions is to find appropriate techniques and skills to persuade personnel to apply extra effort into putting the institutions' and organisations' interests in line with those of the service users, inmates in this case. In a study conducted by Antos (2011), these authors revealed that there are still gaps in the attention given to communication in institutions that result in misunderstanding and disputes which negatively affect the delivery of services and the relationship between the role players within the institution.

Succinctly, both internal and external communication in an institution, including information dissemination, information packaging, inmates and public education and public information composition, cannot be overemphasised, especially the value added in the institution's performance and productivity. Diverse literature sources maintain that only recently have most organisations come to realise that the development of effective and efficient communication is of paramount importance and cannot be undermined if institutions take their efficiency in administration seriously (Beardwell & Holden, 2001). The fundamental aspect of effective communication in institutions hinges on the belief that if every role player is well informed about the institution's decisions and has a good knowledge and understanding of the reasons behind those decisions, they are more likely to respond positively. Subsequently service delivery improves and their working rapport is enhanced.

However, diverse literature sources have shown that effective communication is strongly influenced by a communication environment, which is either open or closed (Huczynski & Buchanan, 2001; Harris & Hartman, 1992). They are of the view that the environment in an open communication system develops a sense of self-worth, and

gives people the impression that they can also add value, giving people confidence that their opinions and views would be appreciated, and those gaps would be appreciated and acknowledged as part of the developmental progress. While in the same vein, the environment in a closed communication system is only accessible and appreciated if it is of benefit to the sender and it has an element of blame, secrecy and distrust which usually creates an unpleasant working environment (Huczynski & Buchanan, 2001). As illustrated in the Table 2.1, the distinguishing feature in an open environment is that the system is supportive and open to others inputs, while a closed system is defensive.

Table 2.1: Open and Closed Communication Systems

Open, supportive communication environment	Closed, defensive communication environment
Descriptive: informative rather than evaluative communication	Judgmental: emphasis on blame game, making people feel incompetent
Solution-oriented: focus on problem-solving rather than on what is not possible	Controlling: conformity expected, insincerity, manipulation communication
Open and honest: no hidden agendas or messages and not ambiguous	Deceptive: hidden meaning, manipulative and characterised by ambiguity
Caring: characterised by empathy, unconditional positive regard and understanding	Non-caring: detached and impersonal, has no regard for others' feelings.
Egalitarian: it is gender, class, role and status blind and it sees no colour, everyone's contribution is welcomed and appreciated	Superior: it is strongly rooted in status and skills differences and influenced by top-down approach in communication
Forgiving: gaps, challenges and mistakes are recognised as inevitable but focusing more on minimising them.	Dogmatic: little discussion, more of authoritarian approach, not open to new or other ideas and does not compromise.
Feedback: positive, essential to maintain performance and relationship	Hostile: needs of others given little consideration.

Source: Huczynski and Buchanan (2001)

2.4 DEFINING COMMUNICATION

According to Cheney (2011), the word communication is derived from the Latin word “*communis*” which means common. Therefore, this definition insinuates that unless there is a common understanding during the exchange of information, communication is impossible. Kreitner and Kinicki (2004) refer to communication as the exchange of information between the sender and receiver and how individuals involved in that communication process, perceive or give meaning to what is being communicated. While on the other hand, Keyton (2011) defines communication as the process of transmitting information and common understanding from one person to another. In the same vein, Greenberg and Baron (2000) regard communication as the process whereby individuals, groups, organisations, communities (which are the senders), transmit some type of information (which is a message), to another person, group, organisation, community (which is the receiver). On the other hand, Steer (1991) classified communication into two dimensions, which are interpersonal communication and organisational communication. He further suggests that this could be achieved through the introduction of structures and processes that play a pivotal role in effective communication.

This researcher aligns herself with the definition of Greenberg and Baron (2000), which defines communication as a process with three channels, which are the sender, the message and the receiver. This is because without a sender there is no message and without the receiver the message does not fulfil its purpose. Therefore, this researcher believes one can have all the communication channels and structures in place, but the message should serve its function and purpose of being received whether it is negative or positive.

2.5 FUNCTIONS OF EFFECTIVE COMMUNICATION

Thayer (1968), and Harris and Hartman (1992), have identified and divided organisation’s communication function into four different dimensions and one category respectively. These include: the information function, the command and instruction function, the influence and persuasion function, the integrative function, and the innovation function.

2.5.1 The Information Function

According to Thayer (1968), the information function of communication is to convey information to individuals, including data relating to jobs, the organisation and other associated resources.

2.5.2 The Command and Instruction Function

He believes that communication, in its command and instruction function, creates awareness among individuals, and especially their responsibilities to the organisation.

2.5.3 The Influence and Persuasion Function

In addition, Thayer (1968) argues that as an influence and persuasion function, the primary aim is to function as a motivational tool, as it is utilised to influence individuals' performance and encourage people to respond and behave in a specific way.

2.5.4 The Integrative Function

Lastly, Thayer (1968) describes the integrative function of communication as a tool to connect the activities of the personnel and enable them to complement each other and work more as team players rather than as opponents.

2.5.5 The Innovation Function

The innovation function is the addition as the fifth communication function and was identified by Harris and Hartman (1992) According to them the innovative function of communication intends to facilitate adaptation by the organisation and its personnel, to internal and external influences as they interact.

2.6 EFFECTIVE COMMUNICATION PROCESS

Diverse literature sources have identified key dimensions in the process of communication, and these components play an integral role on whether or not the communication process helps the organisation's service delivery success. The common feature in communication processes includes sender, receiver, feedback, noise, and perceived meaning Kreitner and Kinicki (2004). They are outlined in detail in paragraphs below.

2.6.1 The Sender

According to Steers (1991), the communication process begins with the sender encoding the message, which involves translating thoughts into language that can be easily comprehended by the receiver. In the same vein, Cheney (2011) suggests that the sender initiates the communication and in this regard the sender is anyone who has the desire to convey an idea to others for their own or mutual benefit. The fundamental aspect of this phase is the ability of the sender to translate his/her ideas in a manner that enables the prospective receiver to extract the intended meaning (Huczynski & Buchanan, 2004).

2.6.2 The Receiver

While Cheney (2011) believes that, the receiver is the individual to whom the message is sent, Schermerhol (1991) on the other hand, are of the view that the receiver, an individual, group or organisation, receives a message from the transmitter and translates the message to correlate to the sender's intended meaning. They further argue that various processes are involved at this phase but strongly depend on the receiver's understanding of the written or spoken words or interpretation of the senders' body language and perceived knowledge of the role and status of the sender.

2.6.3 Message

The message is the innermost part and the result of the encoding, which takes various forms including: verbal, nonverbal, or written, and body language (Cheney, 2011). Moreover, this author posits that the message is sent through different communication channels such as one-on-one conversation, telephonic conversation, memorandum, email, written reports, etc. The intended receiver, be it an individual, group or organisation receiver, decodes the received message into meaningful information (Keyton, 2011).

2.6.4 Feedback

According to Greenberg and Baron (2000), feedback occurs when the receiver responds to the sender's message and returns the message to the sender. Moreover, feedback enables the sender to determine whether the message has been well received and comprehended. In support of the above author's argument, Cheney

(2011) believes that feedback occurs when the receiver decodes the message and responds positively with a new message, and this is the phase whereby the original sender is able to determine whether or not the message has been clearly understood.

2.6.5 Noise

According to Huczynski and Buchanan (2001), noise is anything that dilutes and distorts the message. They postulate that this involves various factors such as different perceptions of the message, language barriers, interruptions, emotions, and attitudes. Cheney (2011) agrees that noise is deemed to be a barrier to effective communication. Furthermore, this author suggests that noise occurs as a result of various circumstances that inhibit the sending and receiving of messages in an organisation and may include such factors as physical distractions, cultural differences, absence of feedback, status effects and physical defects (poor hearing or eye sight). It is therefore, pivotal for institutions to recognise and appreciate gaps in the communication process in order to mitigate them if they are to maintain efficient and effective communication between various role players in the communication process.

2.6.6 Perceptual Filters (Perceived Meaning)

Schermerhol (1991) suggest that perceptual filters are the final components of the communication process and are features that interfere with effective encoding and decoding of messages. They believe that these filters impact negatively on what is sent and received, including, the receiver's own motives, personality traits, credibility, worthiness, objectives and values usually affect the manner in which the information being sent is encoded. On the other hand, the receiver's own perceptual filtering also becomes a defining feature as to how the message being received is decoded and the way in which it is comprehended (Huczynski & Buchanan, 2001).

2.7 ORGANISATIONAL COMMUNICATIONS

Organisation communication in this context can be defined as communication within an organisation, between different groups and individuals at different levels and with different specialisations, that is designed to organise day-to-day activities (Dolphin, 2005). The main purpose of the organisational communication function is to "assist

people in an organisation to work together and learn together in pursuit of shared goals and/or the mutual creation of value” (Clutterbuck & Hirst, 2002).

This definition provides a useful starting point as it refers to the ways in which managed communication is disseminated throughout an organisation with clear responsibilities, based on the target market’s role or position within the organisation. It is particularly pertinent to this study as it refers to line manager communication as a distinct dimension, an area that often only warrants a brief mention in communication literature.

Ideally, organisational communication strikes a balance between extremes; communicating too little creates a vacuum that causes distrust and speculation. However, too much information can result in information overload or the paradox of plenty in which an overabundance of information is ignored. Bartoo and Sias (2004) note that receiving a large amount of information is not necessarily the same as getting the right amount of information.

2.8 MEANING OF EFFECTIVE COMMUNICATIONS

Effectiveness concerns all forms of internal communication. There are two factors which enhance effectiveness, first, the conformity of what a sender wanted to say with what an addressee comprehended and the realisation of a pragmatic objective. The higher these two factors are, the better the effectiveness. However, one should remember that two parts of the process may have different communicational goals; therefore, the effectiveness of internal communication may be examined from two different perspectives.

Many researchers claim that two-way symmetrical communication is ideal and characterises ‘excellent’ organisations, Welch and Jackson (2007), as it “attempts to balance the interests of the organisation and its publics”. In large organisations, the extent to which this can be done in practice is limited. However, these authors claim that communication can be considered symmetrical “if content meets the target audience’s need to know rather than the managements’ need to tell”. Spence (1994) considers communication to be effective only when a message has been received and understood and can then produce action. Communication performance within

organisations has been considered an understudied area and therefore poorly understood (Pandey & Garnett, 2006), yet it is deemed to be a “central component of effective business operations” (Hargie, Dickson & Tourish, 2004).

The absence of strategic and effective internal communication makes an organisation vulnerable to “the disgruntled within” (Grossman, 2005). Although research will not focus on this topic, Smircich and Morgan (1982) suggest that internal communication can reduce misunderstanding, discrepancies and conflict within and between internal departments. Powers (1997) confirms the positive role of effective communication for achieving alignment, which requires planning, deployment and feedback. Planning includes shaping the vision, designing the message and developing a plan for disseminating the message. It is concerned with the symbolic use of language, how organisations function, and what their goals are (Mumby & Stohl, 1996).

2.9 CHANNELS OF COMMUNICATION UTILISED

The channel of communication plays a major role in transforming information effectively. As different communication channels have different characteristics in terms of their suitability and effectiveness, some are suited for sending messages to a mass group and other channels are more suited for a smaller audience (Mass, 2009). Selecting an optimal communication tool primarily depends on the type of information and the target audience. Face-to-face meetings are faster when jobs have a low complexity and electronic communication is efficient for task completion (Geraldine & Peter, 1998).

Stein (2006) looked at the relationship between types of communication channels and the perceived sense of community in a large, complex organisation. She found a high correlation between communication and the community-building process. There is a symbiotic relationship between communication and organisational culture; communication influences culture and culture influences communication. The perception of a positive sense of community within an organisation contributes to a positive organisational culture. Whereas, MacLeod and Clarke (2009) believe that good quality internal communication enhances engagement in public, private and voluntary sector organisations, it cites poor communication as a barrier to engagement and a cause of disengagement.

The efficiency and effectiveness of internal communication does not result only from adequate selection of tools or participants' communication competencies. Continuous monitoring of the process, examining offender's information needs and searching for communicational problems and solutions are extremely important as well. Regular communication audits, a reliable analysis of the obtained results and implementation of the proposed improvements enhance internal communication quality.

2.10 UNDERPINNING FACTORS OF COMMUNICATION

Several literature sources agree that there are various barriers that impede effective communication, which have to be identified as organisational adequacy, efficiency and quality of service delivery, productivity and performance are to be realised (Harris & Hartman, 1992; Huczynski & Buchanan, 2001; Kreitner & Killicki, 2004; Schermerhol, 1991; Steers, 1991). Therefore, organisations and institutions have a great responsibility of ensuring that they develop the best possible tool of effective communication as possible (Pauley, 2010). Despite the fact that communication processes encompass all those fundamental stages that are aforementioned, nonetheless, there is always a breakdown in communication (Pauley, 2010). This is because noise always exists and in one way or another impedes the meaning and understanding that is conveyed in those messages. In the same vein, Power (1997) posits that the greatest challenge with effective communication is for the senders, be they individuals, groups or organisations, to be under an illusion that it has been achieved.

However, there are various gaps and underpinning factors that usually impair and prove to be a barrier in effectiveness and efficiency of the communication. Although there are quite a number of them, diverse literature sources have identified the following: (i) process barriers; (ii) physical barriers; (iii) semantic barriers; and (iv) psycho-social barriers (Eisenberg, 2010; Harris & Hartman, 1992; Huczynski & Buchanan, 2001; Kreitner & Killicki, 2004; Schermerhol, 1991; Steers, 1991).

2.10.1 Process Barriers

According to Eisenberg (2010), process barriers involve those barriers that originate with the sender, the process of encoding, the message itself, channel of communication, the process of decoding, the receiver and the feedback process. He

believes such barriers exist in any of the dimensions of the communication process and they are usually the result of the distortion in the meaning of the message being sent. On the other hand, Kreitner and Killicki (2004) postulate that all different stages in effective communication processes play an integral role in effecting the delivery of service, organisation's performance and productivity, but impaired stages become a barrier such as: sender barrier, encoding barrier, medium barrier, decoding barrier, receiver barrier, and feedback barrier. These authors suggest that such barriers include a person that fails to pitch a new idea at the meeting due to fear of criticism, a message that is not grasped by the intended receiver due to a language barrier, indirect transmitted message due to emotional arousal, ambiguous messages, inattentive listening, etc.

2.10.2 Physical Barriers

Theories in communication literature indicate that physical barriers are usually underestimated in the effective communication process although they can be eliminated. For example, an inconveniently positioned wall can be removed. Interruptions such as telephone calls and drop-in visitors, as well as an inappropriate choice of message channel to mention but a few, can be avoided (Huczynski & Buchanan, 2001). In the same vein, Steers (1991) is of the opinion that other physical barriers to effective communication include distance between the sender and the receiver in the transfer of information as distortion usually occurs, especially for those that are either in close confinement or different locations. Others can include the quality of a telephone line or computer system being utilised by the organisation.

2.10.3 Semantic Barriers

Several literature sources suggest that semantic barriers are encoding and decoding gaps that manifest themselves in the communication process and involve the transmission and receipt of words and symbols (Antos, 2011; Shettleworth, 2010; Weiss, 2011). On the other hand, Steers (1991) posits that semantic barriers are usually caused by the utilisation of jargon and unnecessary abstract concepts or words, and through cultural diversity and language differences. He also believes that the approach to defining semantic barriers to effective communication is to summarise the available information impediments under the following headings: distortion;

omission; overload, timeliness and acceptance. In a nutshell, Kneen (2011) summarised semantic barriers by stating that the meaning we attach to words causes many communication barriers. Therefore, the same word may mean different things to different people. For example, sending a message to people using business language such as efficiency, increased productivity, management prerogative, may mean something else to people who do not have business acumen. In the case of an institution such as correctional services, it may be that communication practitioners are using their profession's jargon to relay information to inmates who did not even have an opportunity to attend school.

2.10.4 Psychosocial Barriers

According to Antos (2011), psychosocial barriers are associated with two concepts, namely psychological and social barriers, and these are strongly influenced by fields of experience, filtering, and psychological distance. This author suggests that fields of experience refers to people's backgrounds, perceptions, values, biases, needs, and expectations. At the same time, filtering refers to our own needs and interests that strongly shape what individual's want to hear and see. While psychosocial barriers are mainly influenced by behaviour, attitude and resentment, the personnel in the organisation do not work as a team and that subsequently becomes a barrier to effective communication (Shettleworth, 2010).

2.11 THEORETICAL FRAMEWORK

An evaluation on the effectiveness of internal inmates' communication at Mdantsane Correctional Centre can be explained by many theories, each contributing significantly to the explanation. The following theoretical framework from this researcher's view, can contribute significantly to the understanding of this phenomenon.

2.11.1 Empowerment Perspective

The empowerment perspective is perhaps the most fundamental theory for this study, although it is mostly relevant and utilised in the social science domain. According to Morell (2003), empowerment attempts to transform and humanise people in living societies. Empowerment refers to an increase in the ability to make decisions that promote the well-being of individuals (Morell, 2003). The empowerment model,

therefore, aims to bring back the power of individuals by providing information that could help them to realise their full potential as well as enable them to understand their human rights better (Morell, 2003). This theory is appropriate for this study, because it will enable the researcher to evaluate internal communication systems which should be beneficial to the development of the relationship between inmates and the Correctional Service Centre. Empowerment communication services can be offered to inmates in an attempt to capacitate them with regard to self-determination.

2.12 MODES OF COMMUNICATION

2.12.1 Written Communication

Written communication, according to Jewitt (2005), is one of the oldest known forms of communication and probably one of the best methods. However, the author further argues that such characteristics seem to have lost touch in today's age of information and technology. In the same breath, Kress (2005) suggests that some of the most fundamental advantages of written communication include creating a permanent record for the organisational communication; allowing to the storage of information for future reference and easy distribution as all recipients receive the same information. The author also believes that written communication helps in laying down apparent principles, policies and rules for running an organisation. It is a permanent means of communication, thus, it is useful where record maintenance is required. Written communication is more precise and explicit and its effectiveness develops and enhances an organisation's image (Abrel, 2004).

2.12.2 Spoken Communication

According to Hindson (2010), oral communication can be carried out using the mouth. This communication is either, speaking through words in face-to-face communication or interaction. These authors also allude to the fact that oral communication requires the speaker to possess speaking skills in all levels of organisational communication.

2.12.3 Audio Visual Communication

Audio communication is any form of transmission that is based on hearing. Audio communicative forms are found on such platforms as audio books, television, movie

soundtracks and music records (Cheney, 2011). These authors also state that the audible part of communication is based on signals that reach a single person or groups of people. For instance, music is an auditory medium that incorporates instruments and vocals in an organised and continuous manner for the listener. Audio transmissions can also be found in commercials' communication (Keyton, 2010).

2.13 CONCLUSION

In conclusion, this researcher believes that proper and effective literature review helps to bring to the fore all the issues surrounding the domain of the study. Effective literature review helps the researcher to be confident that the study findings are bolstered and grounded in a strong theoretical frame. An effective literature review should address, and bring to the surface, various answers to the research questions, meaning that the findings from the literature review, data analysis, interpretation, and discussions would complement one another. Chapter two, encompassed the related literature review and theoretical frameworks that are pertinent to the effectiveness of internal offender communication.

The next chapter provides the methodologies that informed the study's research design, methods of data collection and data analysis.

CHAPTER THREE

RESEARCH METHODOLOGY AND RESEARCH DESIGN

3.1 INTRODUCTION

Research methodology generally refers to the approaches used by researchers to gather and analyse data (Terre Blanche et al., 2006). This chapter therefore, discusses the procedure followed in the execution of the study. This includes the three elements that constitute the overall methodology, namely: research design, data collection methods and data analysis methods. Furthermore, this chapter also discusses ethical issues taken into consideration during the process of data collection.

3.2 RESEARCH PARADIGM

Paradigm refers to a worldview in which phenomena can be understood (Creswell, 2009). The researcher adopted a naturalistic research paradigm. The researcher finds a naturalistic paradigm to be relevant and appropriate for the execution of this study due to the manner in which it describes people's experiences and behaviours without the use of statistical quantification (Creswell, 2009; Payne & Payne, 2013). This therefore, was useful in assisting the researcher to identify an appropriate research design that used throughout the execution of the study. With the application of a naturalistic research paradigm, it came to the researcher's attention that the design to carry out the study should be anti-positivist in nature and should be closely linked to address the key question of the study.

3.3 RESEARCH DESIGN

Creswell (2009) refers to research design as a strategic plan of action, which serves as a bridge between the research question and the implementation of the research. Cole (2006) suggests that research design is a plan of how the researcher plans to execute the research problem that has been formulated, its objective being to plan and execute the relevant project in such a way that the validity of the findings is maximised. In line with this definition, Babbie (2010) states that the research design is the plan for the study, which provides the overall framework for collecting data in

terms of the nature of the data that is needed, where the researcher will locate it, how it will be secured and how it will be measured.

Creswell (2009) describes a case study as a study that seeks to uncover the meaning of the lived experiences of a phenomenon or concept for a number of individuals. The researcher chose a case study design because it is associated more with qualitative studies, which was advantageous for the researcher to evaluate the effectiveness of internal communication at the Correctional Service Centre. This project, therefore, has utilised a qualitative paradigm. A qualitative research paradigm is an anti-positivistic, interpretative approach. It is idiographic and holistic in nature, and aims mainly to understand social life and the meaning that people attach to everyday life. The researcher made use of this approach because she was concerned about uncovering the feelings, knowledge and experiences of people in the situation in which they find themselves (Cole, 2006). This approach was useful for this study as it enabled the researcher to gather information on the experiences, feelings and knowledge of the participants about the subject that was under investigation.

3.4 POPULATION UNDER STUDY

Population refers to all the subjects to which the results of the study are expected to apply (Babbie, 2010). In this present research, population refers to male inmates for one on one interviews. They are comprised of the communication practitioners and other units' practitioners that are involved in internal communications at Mdantsane Correctional Services Centre, Eastern Cape Province.

3.5 SAMPLE/ UNIT OF ANALYSIS

A sample is a small portion of the total set of objects, events, or persons that together comprise the subject of a study (de Vos et al., 2011). The study utilised twenty-five (25) participants who were male inmates from the aforementioned population.

3.6 SAMPLING METHODOLOGIES AND TECHNIQUES

According to Creswell (2009) researchers are to be guided and use various methods and techniques to select a sample. The sampling methodology used to choose the sample in this study was non-probability sampling, which refers to the reliance on

available subjects (Babbie, 2010). In the same vein, Creswell (2009) attested that a non-probability sampling method involves gathering of sample in a process that does not give the entire population an equal chance of being selected to participate in the project. In line with this definition, the researcher adopted a purposive sampling technique. This means that the units to be observed were selected based on the researcher's judgment about which ones yielded the most characteristics of the research and would serve as the most representative of the entire population. With the use of purposive sampling the researcher was able to select participants that yielded characteristics of being incarcerated and having experienced the impact of internal communication at the Centre.

3.7 DATA COLLECTION METHOD

Data collection methods are the procedures set by the researcher to collect data (Creswell, 2009). The study employed an interview as a data collection method.

3.7.1 Individual interviews

The individual interview method is a method in which the researcher poses questions on the basis of a face to face interview. Given that there are various kinds of interviews, this researcher made use of unstructured interviews. Payne and Payne (2013), define unstructured interviews as those that are organised around an area of particular interest, while still allowing considerable flexibility in scope and depth. The flexibility of unstructured interviews helped the researcher to get insightful knowledge of the participants regarding the subject that was under investigation.

3.8 DATA COLLECTION INSTRUMENT

Data collection instrument refers to the device used to collect data (Babbie, 2010). An interview guide, also called an interview schedule, was developed with predetermined open-ended questions and was used as an instrument to engage participants and guide the one-on-one interview throughout the process (see Appendix C).

3.9 DATA COLLECTION PROCEDURE

Letters that seek permission to conduct research or to recruit participants at Mdantsane Correctional Centre hand delivered in this research domain by the

researcher prior to the date of data collection. A written consent forms were obtained from the head of the relevant departments (Appendix B), as well as from the subjects, (Appendix D). The one-on-one interviews were carried out with (25) participants between the months of November and December 2016. Interviews were conducted by the researcher in the recreational room, of the Mdantsane Correctional Centre. Each interview session was approximately 20-30 minutes. Furthermore, the response rate was hundred percent (100%) as all the twenty-five (25) participants that were purposely selected participated fully. Additionally, all participants were interviewed in English, however, four (4) responded both in isiXhosa and English.

3.9.1 Participant selection process

A one-on-one interview were conducted in English but four (4) participants' interviews were conducted in the isiXhosa language of the participants. As articulated by Terre Blanche et al. (2006) an audio recorder allows for a much better record than compared to field notes taken during the process of the interview. The researcher therefore made use of audio recording. The DCS and the participants granted permission. With the use of audio recording, the researcher was able to focus on the interview and take notes. The audiotaped information in isiXhosa was translated and later transcribed into English.

3.10 DATA ANALYSIS METHOD

The thematic content analysis method was utilised to analyse the data. This method is used extensively to analyse qualitative data (Creswell, 2009). Data analysis involves reading the collected data repeatedly, and breaking the data down (Terre Blanche et al., 2006). The researcher broke the data down by developing themes in relation to the data and the key question of the study. By developing themes, different instances of data were grouped together under one umbrella word that could be perceived as of the same type of data. This is what is described by de Vos et al., (2011) as reducing the data and generating categories. In light of this, the researcher was able to interpret the data by sorting, organising and reducing them into more manageable themes (Payne & Payne, 2013). The use of thematic content analysis definitely helped the researcher to analyse the information that was gathered without the use of statistical

quantification. These themes were then interpreted in a meaningful way as findings of the study.

3.11 ETHICAL CONSIDERATION

This research project was conducted in an ethical manner. The Ethical and Research Committee of the Nelson Mandela Metropolitan University (see appendix A for Ethical Clearance) also approved it. Ethical procedures in this study were established in order to protect the participating individuals' physical and mental integrity, to respect their moral and cultural values, religious and philosophical convictions, as well as other fundamental rights including respect for their privacy, and the maintenance of the highest level of confidentiality (Babbie, 2010). The researcher therefore, considered the following:

3.11.1 Informed Consent

The researcher considered what is referred to by Payne and Payne (2013) as informed consent. This means that all the participants were given a project outline to help them decide whether to take part. Additionally, as suggested by (Terre Blanche et al., 2006) in social science research verbal permission only cannot be seen as consent. Therefore, participants who agreed to participate in the study (see Appendix D for informed consent) required written permission.

3.11.2 Voluntary Participation

In this study, participants were encouraged to participate out of their own free will. A major tenet of social research ethics is that participation should be voluntary (Babbie, 2010). The researcher achieved voluntary participation but made it clear through a statement that participants have a right to terminate their involvement without any penalty because their participation is voluntary.

3.11.3 Avoidance of Harm

In this study, dangers such as physical, emotional or psychological harm were closely guarded against and thoroughly examined. The researcher ensured that none of the research participants were harmed emotionally, physically or psychologically. The researcher achieved this by asking questions that were not too emotional. If the

participant felt uncomfortable with the questions asked, they were given an opportunity to stop and ask for clarity.

3.11.4 Anonymity and Confidentiality

De Vos et al. (2011), indicated that in social research every individual has a right to privacy and it is his or her right to decide when, where, to whom and to what extent his or her attitude, beliefs and behaviour will be revealed. The researcher maintained confidentiality by reaching consensus that no one, including the researcher, would be able to link the names of the participants with the data provided. This was maximised by giving the participants pseudonyms and giving strict instructions not to include their real names on the consent form.

3.11.5 Vulnerability

Vulnerability refers to the lack of power or the inability to resist harm. In other words, as postulated by Creswell (2009), vulnerability is the degree to which people, social activities, culture, and resources are susceptible to harm. Participants of the study were male inmates in the age range of 21 and above. Therefore, the researcher never anticipated any vulnerability and the phenomenon under study had no likelihood of arousing emotions. Furthermore, the researcher made it clear to the participants by making an explicit statement indicating that their participation was completely voluntary and they could withdraw their participation at any time with no ill effects.

3.12 LIMITATIONS OF THE STUDY

The research was limited in that the sample of the study was too small. Therefore, the findings of the study cannot be generalised to the entire population of all Correctional Centres in South Africa. The sample was chosen during the busy schedule of November / December when the Centre introduced “operation vala” that limited the researcher from observing other participants that had the necessary characteristics for the research. The time allocated to conduct the individual interviews was inconvenient to the participants to such an extent that some became impatient and left. The unavailability of other practitioners limited the researcher to elicit knowledge on the internal communication systems in the Centre by herself.

3.13 TRUSTWORTHINESS OF THE STUDY

3.13.1 Credibility

One of the key requirements addressed by qualitative researchers is that of internal validity, which seeks to ensure that their study tests or measures what it was intended to measure (Cole, 2006). De Vos et al. (2011) argue that the credibility of a research is established while the research is undertaken; credibility is an alternative to internal validity, in which the goal is to demonstrate that the inquiry was conducted in such a manner as to ensure that the subject was accurately identified and described.

In this study, credibility was ensured by the use of triangulation. Triangulation is a powerful technique that facilitates validation of data through cross verification from two or more sources. In particular, it refers to the application of a combination of several research methods in the study of the same phenomenon (de Vos et al., 2011). Similarly, Creswell (2009) strongly believes that triangulation arose from an ethical need to confirm the validity of the processes, and in case studies, it can be achieved by using multiple sources of data.

In the same vein, Babbie (2010) contend that the use of results from one set of data to corroborate those from another type of data is also known as triangulation. Hence, this study has used diverse data collection sources to corroborate, elaborate or illuminate the phenomenon under study. These sources included both Centre offenders and various Correctional Centre officials. Research participants were also given an opportunity to comment on the information presented regarding the research field, research findings and interpretations.

3.13.2 Transferability

De Vos et al. (2011) refers to transferability as external validity or generalisation, in which the burden of demonstrating the applicability of one set of findings to another context rests more with the researcher who would make the transfer, than the original investigator. Generalisability according to Cole (2006) refers to the extent to which one can extend the account of a particular situation or population to other persons, times or settings than those studied directly. At the same time, Payne and Payne (2013) argues that transferability is concerned with the extent to which the findings of one

study can be applicable to other situations. In the same vein, Babbie (2010) suggests that transferability is achieved when the findings of the study fit into contexts outside the study situation, and when its audience views its findings as meaningful and applicable in terms of their own experiences.

Transferability was assured by producing detailed and rich descriptions of contexts, with the intention to give readers detailed accounts of the structures of meaning, which developed in a specific context. These understandings can be transferred to new contexts in other studies, although they cannot be generalised due to the limited number of participants. Only twenty-five (25) took part in the study.

3.13.3 Dependability

Payne and Payne (2013) describes dependability as the degree to which the reader can be convinced that the findings did indeed occur as the researcher claims they did. Dependability was achieved through rich and detailed descriptions of the data procedure and site selection. The researcher also provided statements of the methods used to collect and analyse data, as well as recordings and transcripts of the raw data.

3.13.4 Conformability

According to de Vos et al. (2011), the construct of conformability captures the traditional concept of objectivity. It has to do with whether the findings of one study could be confirmed by another, or whether the data helps to confirm the general findings and leads to the implications.

3.14 CONCLUSION

This chapter successfully discussed procedural measures taken in the execution of the study. It gave a clear depiction on how the methodology and other key elements in this chapter were helpful. Limitations of the study were also discussed. The following chapter will focus on the analysis of the information that was gathered.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF THE FINDINGS

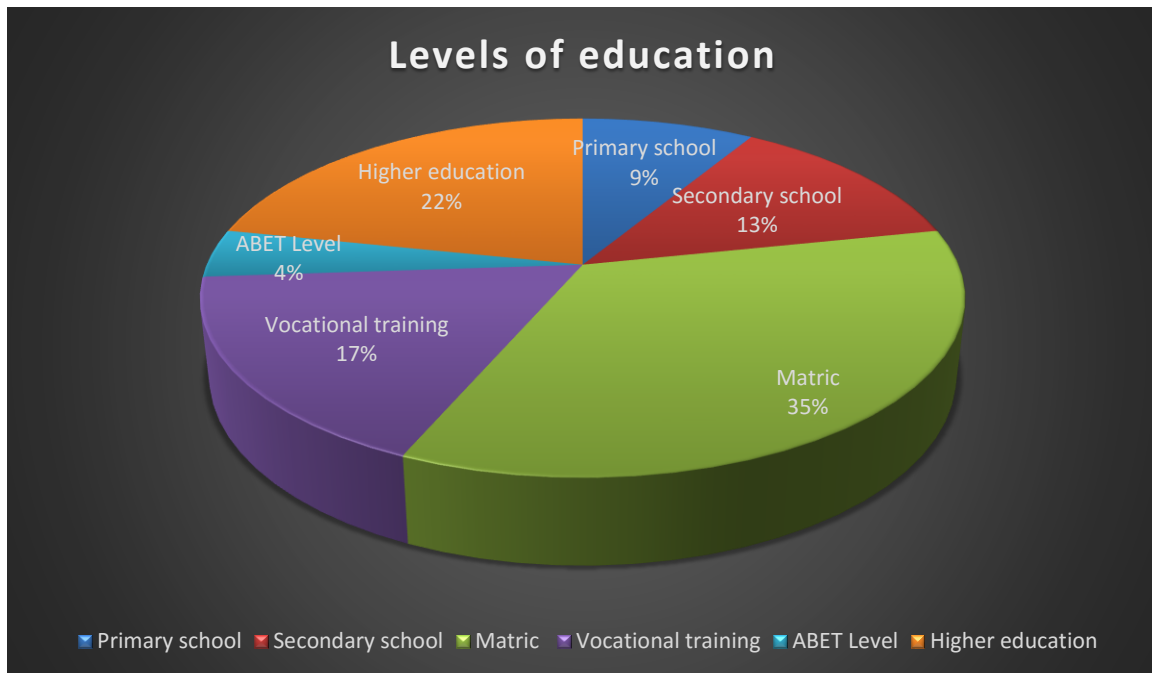
4.1 INTRODUCTION

This chapter largely rests on presenting the empirical findings of the results that drawn from the qualitative investigations of an evaluation of internal communication in the Correctional Services Centre at Mdantsane. A qualitative analysis was undertaken with in-depth interviews to solicit the interviewees' attitudes, beliefs and experiences regarding the phenomenon under investigation. The interviews strove to solicit the real problems and challenges that inmates face while serving time in the Correctional Services Centre about internal communication. Both inmates and correctional services officials were the participants guiding this research. These people were instrumental in providing relevant information regarding the phenomenon under study. It was comprised of 25 offenders from the Department of Correctional Services Mdantsane Correctional Centre. Charts (4.1; 4.2 and 4.3.) are used to indicate their demographic information. The data that was collected was categorised according to themes derived from the main objectives of the study.

4.2 BIOGRAPHICAL INFORMATION OF PARTICIPANTS

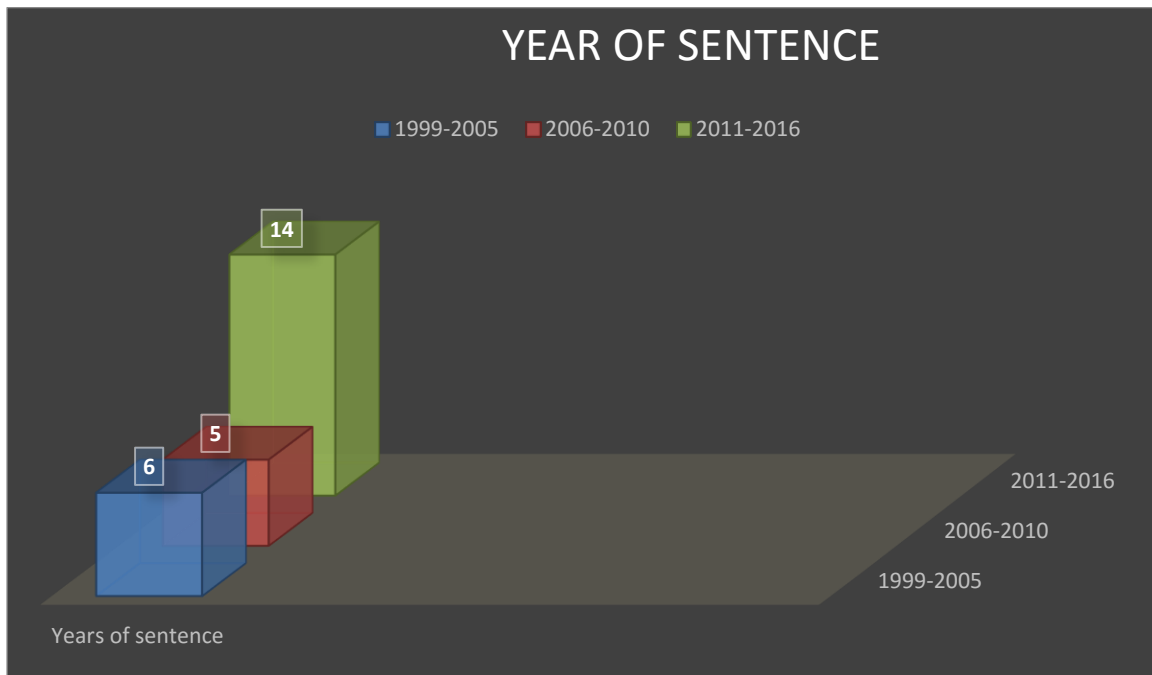
Profiles of the participants (offenders) were summarised according to their participant numbers (P1-P25), their level of education and length of sentence. The Centre only houses male offenders; therefore, the gender as a demographic in this study has been overlooked because the study only consisted of male offenders. Both the age and marital status were overlooked as the researcher felt that such biographical information might not have a direct influence on how the internal communication impacted the offenders. The research sampled 25 male offenders from the Correctional Services Centre in Mdantsane as shown below:

Figure 4.1: Level of education



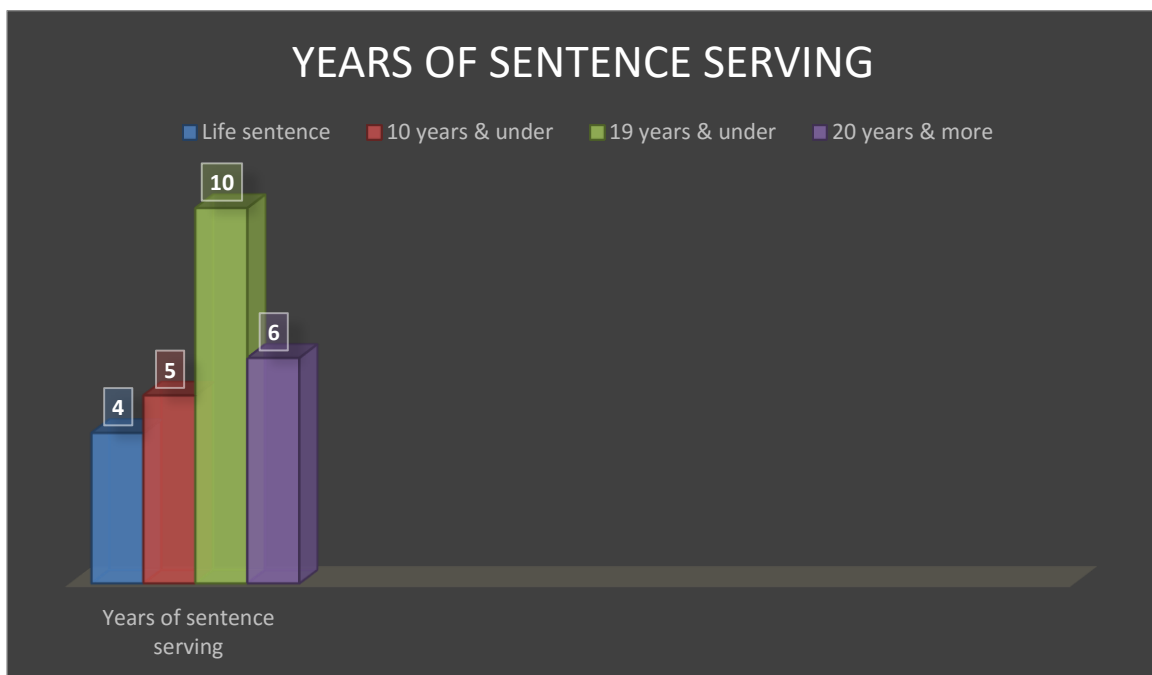
The study findings indicated in graphic representation in Figure 4.1 above that the majority, specifically 35% of the participants, had attained their matric level of education, only 9% had dropped out of primary basic education, 13% had managed to reach secondary basic education, and only 4% had ABET (Adult Basic Education and Training). While 22% had a qualification from an institution of higher learning, 17% had at least vocational training certificates. This may also mirror the state of development of offenders in the department of correctional services. This could also reflect the pace at which offenders may accept to change the circumstances surrounding communication.

Figure 4.2: Years of sentence



As indicated in graphic representation in figure 4.2 on years of sentences above, of the twenty-five (25) participants, six (6) had been sentenced between 1999-2005; while five (5) of them got sentenced between 2006-2010; fourteen (14) offenders got sentenced recently between 2011-2016.

Figure 4.3: Years of sentence



As highlighted in the graphic representation in figure 4.3 above, of the twenty-five (25) participants that took part in this study, four (4) were serving at least life sentences, while the majority of them were serving sentences of 19 years or less; six (6) offenders were serving 20 years and more; and only five (5) of the participants were serving sentences of 10 years and under.

4.3 RESPONSE RATE

All the inmates targeted for participation availed themselves. This implies that the study's response rate was 100%. This could mean that the researcher's sample selection criterion was very appropriate. It may also mean that the researcher's goals and objectives stood at a higher chance of being achieved. It could also mean that the study was likely to experience higher levels of credibility and trustworthiness, a characteristic espoused by good qualitative studies.

4.4 ANALYSIS, INTERPRETATION, AND PRESENTATION OF IDENTIFIED THEMES AND SUBTHEMES:

The presentation that follows is a thematic analysis of the findings that emerged from all 25 participants (offenders), from the Mdantsane Correctional Centre.

4.4.1 Understanding, knowledge and comprehension of communication

The above emanated from the following research question that seeks to provide answers to "*What do you understand about communication*"? Virtually all the participants (offenders) that took part in this research echoed that communication is the conversation between two or more people. Others seem to understand it to be management talking to offenders or offenders interacting in conversation with the Centre's management. In the same vein, some study participants understood communication as information sharing between the stakeholders in the Correctional Centres. This indicates that the high levels of education among the offenders enables them to understand the phenomenon under study. These remarks are supported by the following comments from the participants:

"It is the way in which the staff personnel and the inmates in this centre shares their views whether in a negative or positive way through which everyone communicates".

P10

“On my opinion communication is the way of connecting people through conversation, between the sender and the receiver. There are different types of communicating. It is so important to communicate because the information about any specific matter can be solved through communication”. P21

“Passing message to other people other people, share different ideas, views as a way to solve problems. Giving solutions about ways to succeed in life so that we do not fail”. P5

“Two-way process where there is a receiver and sender. They ensure that the communication is clear and there is no breakdown.” P12

The above findings seem to indicate the offenders' level of understanding what communication means and how it is carried out. Unfortunately, the phenomenon of miscommunication by various institutions seems to undermine any possible contribution towards a positive relationship between the stakeholders that is strengthened by proper communication. The findings support a study by Kreitner and Kinicki (2004), who refer to communication as the exchange of information between the sender and receiver and how individuals involved in that communication process perceive or give meaning to what is communicated. Similarly, Keyton (2011) in his study, defines communication as the process of transmitting information and common understanding from one person to another. The above findings are supported in the study by Greenberg and Baron (2000), who regard communication as the process whereby individuals, groups, organisations, communities, (which is the sender), transmit some type of information, (which is a message), to another person, group, organisation, community, (which is the receiver).

4.4.2 Meaning attached to the role of communication in the Centre.

The above emanated from the following research question that seeks to provide answers to *“What role does communication play in the Centre in terms of sending and receiving information”?* Study participants unanimously agreed that the role of communications was for the Centre officials to pay the necessary attention to what offenders required, to mitigate their attitudinal challenges such as anger, aggressiveness, and agitation. They also indicated that communication's role was mainly to facilitate the understanding of one another's feelings. Moreover, they

revealed that communication ensured smooth daily operations of the centre and enabled mutual understanding between offenders and officials.

“Gives attention to what is needed as inmates solve anger, aggressiveness, also give solution towards lacking of knowledge”. P5

“Helps me understand another person’s feelings by communicating” P2

“It help very much because when there is shortage of the officials we are informed and when we have complaints and request we are attended”. P9

“This moment they give us time to communicate with them, we get rehabilitation”. P7

“Smooth operation of the day to day, running of the Centre, mutual understanding between the centre and its inmates”. P23

In support of the above findings on the integral role played by communication, diverse literature sources suggest that the absence of strategic and effective internal communication makes an organisation vulnerable to the disgruntled within (Grossman, 2005). Smircich and Morgan (1982) in their study, revealed that internal communication can reduce misunderstanding, discrepancies and conflict within and between internal departments. Powers (1997) also confirms the positive role of effective communication for achieving alignment, which requires planning, deployment and feedback.

4.4.3 The Current Internal Communication Models at the Centre

The above study emanated from the following study question that seeks to provide answers from the responses of Centre offenders on *“How does the Centre communicate with them currently, or current internal communication models?”* Study findings from the majority of the offenders indicated that the current internal communication model at the Centre was mostly characterised by informal and verbal communication through their representatives, known as PMCs that serve as a link between them and Centre management. They also highlighted that this communication model makes it difficult for them to interact directly with the management, which resulted in their grievances being completely undermined or ignored. The above comments find expression in the following sentiments:

“They mostly communicate to us verbally and it’s not enough. I feel written communication is also crucial in the centre. Sometimes we struggle to access management when we have complaints, sometimes we write to them but those letters do not reach them”. P1

“At the moment we receive communication from PMC and PMC is communicating with us orally.” P18

“Nothing is being communicated to us here. Except, for example, when we are being informed about visiting times and when they call on people that need medical attention”. P14

“We receive formal communication from the officials. I receive communication here from management, from officials and PMC and i am happy with that”. P10

“For now we get communication from PMC and that is communicated verbally”. P7

Quirke (2000) believes that communication is an umbrella term for a great range of tools, skills and actions that enable messages to be sent and received. In recent years, both internal and external communication has taken on a strategic role within various undertakings (Quirk et al., 2000). While on the other hand, Huczynski and Buchanan (2001) are of the view that the major challenge facing institutions is to get appropriate and befitting techniques and skills to persuade personnel to increase their efforts towards aligning the institution’s and organisation’s interests with those of the service users, which are the inmates in this regard.

4.4.4 Internal Communication should be communicated with offenders

This study theme emanated from the following research question that needed to provide answers from the DCS officials regarding *“What needs to be communicated with offenders”*? Almost all the offenders that participated in this study indicated that the Centre should provide information to offenders regarding various activities at the Centre, such as the meal plan, complaints about other sections as well as assisting with requests like liaising with their families. The above comments find expression in the following sentiments:

“We need to get more information about the everyday policies of the centre”. P19

“At least once a month there should be a meeting that will inform us about things like our rights as inmates, the white paper, transfer, education etc. In addition, When the department is about to implement certain decision we would like to consulted.” P24

“I would like to learn more about my rights.” P11

“We want to be consulted whenever the department is about to implement changes within the centre.” P23

Effective communication is strongly influenced by the communication environment, which is either open or closed (Huczynski & Buchanan, 2001; Harris & Hartman, 1992). They are of the view that the environment in an open communication system develops a sense of self-worth; it gives people the impression that they can also add value. It fosters confidence in people that their proposed opinions and views would be appreciated and that gaps would be appreciated and acknowledged as part of the developmental progress. While in the same vein, the environment in a closed communication system is only accessible and appreciated if it is of benefit to the sender, and it has an element of blame, secrecy and distrust, which usually makes an unpleasant working environment (Huczynski & Buchanan, 2001).

4.4.5 Communication characterised by inadequacy and miscommunication in the Centre.

The aforementioned research theme originated from the following study question that seeks to provide answers to *“Whether the participants regarded the current internal communication processes as efficient and effective”?* Study findings from the majority of the participants indicated that the Centre is characterised by a communication breakdown. The study’s participants seem to clearly understand the role of communication in the Centre as a tool to promote interaction, cohesion, and unity between the offenders and correctional services officials. However, the offenders that took part in this study unanimously shared their disappointment and agreed that communication at the Centre is almost non-existence. Furthermore, some participants revealed that poor communication in the centre has also become a retrogressive dimension to their rehabilitation progress. The above comments find expression in the following sentiments:

“Communication is very poor to an extent of being non-existent”. P14

“There is no effective communication in centre and it result in an ineffective rehabilitation that results in many reoffending.” P16

“Lack of visibility by management and lack of feedback to clarify issues”. P2

The findings suggest that communication in the Centre required revival, or perhaps a drastic review. This is because participants were of the view that it is ineffective and poor to the point of non-existence. This is an indicator that perhaps over time, the Centre management and national government’s endeavour and determination to rehabilitate the offenders could be in vain if proper communication between the important stakeholders in the Centre does not prevail. These findings could also imply the need for the Centre management to reorganise itself in order to maintain effective communication. The above findings resonate with the study by Antos (2011), who revealed that there are still various gaps in the attention given to communication in institutions, which results in misunderstanding and disputes which negatively affects the delivery of services as well as the relationship between the role players within the institution. Authors such as (Huczynski & Buchanan, 2001) in their study believe effective communication is strongly influenced by the communication environment, which is either open or closed. They further argue that environment in an open communication system develops a sense of self-worth; it gives people an impression that they can also have a valuable contribution, it gives confidence to people that their proposed opinions and views would be appreciated and gaps would be acknowledged as part of the developmental progress.

4.4.6 Other internal communication gaps experienced by offenders in the Centre.

The research theme emanated from the following research question that required to provide answers to *“What are the other challenges pertaining to internal communication in their centre?”* Study findings from various offenders who participated in this study made mixed remarks and some agreed that the internal communication was characterised by various gaps. However, other offenders disagreed with the fact that internal communication in the Centre was featured by various challenges. This attracted the following sentiments:

"I feel that most offenders do not know their rights and they need more information on that subject. As they only rely on lay knowledge". P1

"Our main challenge currently is that we are not allowed to speak to managers; the head of centre here says he will not speak to inmates. He says he will only speak to our representatives. This results to communication breakdown." P19

"When we try to talk to and complain to section heads, they say we think we know too much and they discriminate against us. Sometimes they deprive us of food when we communicate our complaints. Officials need to be taken to trainings about how they are expected to conduct their jobs and learn about the constitution of South Africa. I have exceeded my sentence by two years and no one has explained the reason behind that to me."P4

"We mostly rely on rumours; there is no official communication here. I would like it if information that I receive came from the section heads". P24

"Communication here is not taken seriously, because i think management feels we are just prisoners and we are here to be punished and we do not have rights." P14

"We experience a lot of difficulty in communicating with our management. PMC is not correctly emphasised here at the centre as it is an organised and legal body that was approved by the parliament in 2005. This gives us the right to have direct communication with the management. Even so, we still find it difficult to reach management." P13

In support of the above findings, several literature sources agree that there are various barriers that impede effective communication, which have to be acknowledged if organizational adequacy, efficiency and quality of service delivery, productivity and performance are to be realised (Harris & Hartman, 1992; Huczynski & Buchanan, 2001; Kreitner & Killicki, 2004; Steers, 1991). Therefore, organisations and institutions have a great responsibility of ensuring that they develop the best possible tool of effective communication (Pauley, 2010). Despite the fact that the communication process encompasses all those fundamental stages that are aforementioned, nonetheless, there is always a breakdown in communication (Krietner & Daft, 2004).

4.4.7 Participatory Management Committee strongly perceived as the Credible Source of information.

Study findings revealed that the offenders rely mostly on the Participative Management Committee (PMC), which is the body that is formed by offenders elected from each section of the institution to represent them on the Department of Correctional Services (DCS) Management Committee. Despite the fact that the DCS has various communication systems and channels, the majority of this study's participants suggested that none of those channels were credible as they were not able to enhance the efficiency and effectiveness of communication between them and Centre management. Although most participants accepted the fact that the PMC had its own gaps, they suggested that it was still a way more reliable source of information to them than any other sources available at the DCS. The above remarks find expression on the following sentiments:

“Participative Management Committee (PMC) for me, if we have an agenda they are the only mouth piece we have”. P23

“PMC is reliable because they are the only source that we use to communicate with the department” P12

“If we have something that we do not like, we communicate with PMC then PMC go to the head of section then the head of section goes to head of centre and we receive feedback from PMC”. P11

“We have our PMC, they are the ones who are responsible for taking information from us to the officials to us and from the officials to us”. P9

The above findings seem to indicate how the best communication systems and channels, if not used properly and appropriately, could lead to untrustworthy and incredible sources of communication. Senior communication practitioners should accept that gaps in their communication channels could be filled by other communication development channels, such as the PMC, in their institutions. Advisedly, the communication breakdown or its incredibility should not be viewed as an end in itself, but a continuum of communication processes that involve other diverse inputs, especially from other stakeholders such as offenders. Internal communication in this context can be defined as communication within an organisation, between

different groups and individuals at different levels and with different specialisations, that is designed to organise day-to-day activities (Dolphin, 2005). The main purpose of the internal communication function is to assist people in an organisation to work together and learn together in pursuit of shared goals and/or the mutual creation of value (Clutterbuck and Hirst, 2002).

4.4.8 Other preferable and useful sources of communication in the Centre

The above emanated from the following research question that seeks to provide answers to *“What would you describe as your preferred source of information?”* Study findings from the majority of the participants revealed that there were other preferable and effective sources of communication in the Centre which enabled a smooth flow of information between various stakeholders. In addition, some participants indicated that another preferable and useful component of communication includes a message or suggestion box. Such findings were expressed in the following comments:

“Putting up of message boxes of which the Head of Centre (HCC) has the key and once a week empty our messages to read” P20

Case office should communicate with inmates’ at least once a week” P25

“The section head because we work with section head” P24

“HCC to give us information about our rights”. P15

4.4.9 Underestimation of offenders by the Centre viewed as barrier to internal communication.

The majority of the offenders who participated in this study indicated that internal communications did not accrue any benefits. Instead of benefiting from the internal communications that are meant to advance lessons on rehabilitation, discipline, respect and moral development, it brought tensions, disunity, and a sensation of hostility between the offenders and Centre management. This is caused not only by inefficiency and ineffectiveness in communication systems and channels in the Centre, but also by the fact that offenders were treated inhumanely and human dignity was grossly undermined. These findings found expression in the following sentiments echoed by all the participants:

“Offenders are not seen as human or as adult males with actual feelings, emotions or worthiness”. P20

“The department is not aware of the inmates needs and offenders do not know what is expected to them”. P24

“Sometimes we do not agree with a particular idea being communicated to us but we have no other choice than to obey whether its not fulfilling our needs”. P9

“I have experienced internal communication in a bad way because what seems to be important to the centre management is security”. P21

Although contemporary literature and various diverse sources seem to suggest that there are positive benefits that accrue from efficient and effective communication, the offenders feel that the contrary is true, especially those who suffered inhumane treatment at the Centre. Apparently, the benefits of communication may exist in a normal communication facilitated process, but the fact is that for the offenders that suffered ill-treatment, the cost of the bad communication systems outweighed the perception of the benefits. This finds evidence in their apparent emotions while answering the question on the possible benefits accruing from the efficient and effective communication. Diverse literature sources indicate that two-way symmetrical communication is ideal and characterises excellent organisations (Welch and Jackson, 2007) as it attempts to balance the interests of the organisation and its publics (Welch and Jackson, 2007). Furthermore, in large organisations, the extent to which this can be done in practice is limited. However, these authors are of the view that communication can be considered symmetrical if content meets the target audience’s need to know rather than the managements’ need to tell.

4.4.10 Other concerns regarding internal communication in the centre

This research emanated from the following research question that needed to provide answers from the offenders regarding *“Any other comments about the communication in the Centre?”* Almost all the participants indicated their concerns about the ineffectiveness of communication which could result in spill over effects of discipline dwindling among the offenders. Some advised the department to perhaps subject their

officials to anger management programmes in order to be able to communicate in an appropriate manner. The above comments find expression in the following sentiments:

The ineffective communications in this Centre will deteriorate the level of discipline “.
P7

“The officials need to do anger management programme in order to communicate in a proper way to be calm towards inmates”. P11

“It is important for senior official to come and attend the complaints and requests on time to avoid breakdown in communication between us and officials.” P4

4.4.11 Identified strategies to mitigate communication gaps.

This emanated from the following research question that seeks to provide answers to *“What can be done to improve communication in the centre?”* Almost all the study participants’ offenders indicated the need to strengthen the existing and other defunct communication systems such as notice boards, brochures and newsletters. Furthermore, they advised that it would be of paramount importance to reinstate such effective communication channels as intercom systems. They also highlighted a need to empower both Centre officials and offenders with continuous skills on communication. This attracted the following sentiments:

“The centre should install a panic button like the hospital wards to directly link to an officer or officers in the centre”. P4

“The department should have brochures and notice boards, and intercom is also a good way of relaying information”. P12

“Newsletter can assist if it would be disseminated amongst the inmates to help with flow of information”. P14

“There should be suggestion box where we should write our requests and complaints to the department in order to be heard”. P1

“The institution should invest on training officials and offenders’ skills of communication.” P8

The above findings indicate that either the communication policies were not in place, or if in place, they were not operational, leaving loopholes that certain stakeholders took advantage of, for example, allegations by the offenders that certain basic communication systems such as an intercom, panic button, and suggestion boxes were not being utilised to promote smooth interaction. Apparently, if the above findings were anything to go by, the management or Centre officials may not have taken their communication tasks seriously, or were not empowered appropriately to deal with communication issues, or the hand of the entire institution in supporting the communication issues has proven to be weak. This therefore, means that the government needed to follow up and ensure policies were in place and were operational and support the management to offer proper and effective leadership in the communication area.

4.5 CONCLUSION

This chapter has left no stone unturned in bringing to the fore issues that were raised by all the offenders that participated in this study. The researcher, therefore, believes that it has brought new knowledge and has helped to achieve the study's aim and objectives. It has helped a great deal in addressing the effectiveness of internal offender communication at the Mdantsane Correctional Centre. However, the following chapter focuses on the discussion of the study findings, conclusions and recommendations, as well as the implication of the study on communication discipline.

CHAPTER FIVE

STUDY CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In the previous chapter, the results of the empirical study were tabled and the findings of the study were discussed in detail. This chapter provides an overview of the study, together with the conclusions drawn and the resulting recommendations. The limitations encountered in conducting the study are described and possible avenues for future research are mentioned. The chapter concludes with a summary of the value of this research study.

5.2 CONCLUSIONS AS PER RESEARCH OBJECTIVES

5.2.1 General Objective

Ascertaining to what extent the study's aims and objectives is critical in the continuum of a research study. The researcher has shared some insight on the effectiveness of internal offender communication at the Mdantsane Correctional Centre. She has elucidated the quality of internal communications and its impact on the relationship and interaction between the offenders and Correctional Centre officials, generated debates and discourses to suggest the extent to which the study's objectives were met. This is an indicator that the study's aim and objectives have been adequately addressed.

The aim of the study was to explore the effectiveness of internal offender communication at the Mdantsane Correctional Centre. The aim was achieved through the findings addressing all three research objectives espoused in the study. Despite the fact that the researcher unquestionably believes to have achieved her aim by addressing all her study's specific objectives and by answering all the research questions, the conclusion of findings revolving around all research objectives alluding to the researcher's claim of accomplishing the objective is quite pivotal to the reader. The study's objectives are stated as follows:

5.2.2 Research objective 1

To examine the effectiveness of internal offenders' communication in the Mdantsane Correctional Centre.

The study has found immense communication gaps associated with internal offenders' communication in the Correctional Services Centre. This is because the internal offenders' communication in the centre seems to be characterised by inadequacies and miscommunication. Although study findings revealed clear understanding, the role of internal communication by various correctional services stakeholders in the centre as a tool to promote interaction, cohesion, and unity between the offenders and correctional services officials was ineffectual.

Furthermore, research findings revealed that poor communication in the Centre also contributed or had become a retrogressive dimension to the rehabilitation progression. Such circumstances therefore, have contributed and prompted an immense internal communication deficit induced by a lack of communication skills by correctional services officials and a lack of the will to apply proper communication tools and channels. More so, this reflects study findings by Antos (2011), who discovered that there are still various gaps in as far as attention given to communication in institutions and that results in misunderstanding and disputes which negatively affects the delivery of services as well as the relationship between the role players within the institution.

5.2.3 Research objective 2

To assess challenges on the accessibility and flow of information between the department and offenders in the Mdantsane Correctional Centre.

Findings from the majority of the offenders who participated in this study indicated that internal communications did not have any benefits. Instead of benefiting from the internal communications that were meant to advance lessons on rehabilitation, discipline, respect and moral development, it brings about tensions, disunity, and a sensation of hostility between the offenders and the Centre management. This is caused not only by challenges on the accessibility and flow of information between the department and offenders in the Mdantsane Correctional Centre, but also by the allegation that offenders were treated inhumanely and their human dignity was grossly

undermined. Such internal communication challenges have resulted in a very sad state of affairs, leaving offenders overwhelmed by stress, frustration, and even socio-emotionally engulfed, leading them to disregarding the instructions from officials and Centre management. This mirrors the study findings by Steers (1991), who found that various barriers such as prejudice, discrimination, and communication incompetence, are some of the stumbling blocks that impede effective communication. These shortfalls have to be acknowledged if organisational adequacy, efficiency and quality of service delivery, productivity and performance are to be realised. Huczynski and Buchanan (2001) in their study believe effective communication is strongly influenced by the communication environment, which can be either open or closed.

5.2.4 Research objective 3

To determine offenders' preferred mode of communication in the Mdantsane Correctional Centre.

Evidently, the current internal offenders' communication support systems provided by the government has been found to be inadequate, making interaction, relationships and communication between offenders and Centre officials an arduous task. Both the formal and informal structures required for internal communication services, such as notice boards, an intercom, suggestion boxes, interpersonal communications, were either ineffective or not there. This means that the offenders usually receive a raw deal in the Centre when it comes to internal communication, except of course, for the Participative Management Committee PMC (PMC), which is unanimously believed by all Centre stakeholders to be the most credible, efficient, and effective source of information for the offenders. Even the little communication support that is currently offered by the Centre through the PMC is on an ad hoc basis as its accessibility is characterised by uncertainties and doubts. Therefore, having disorganised internal communication support mechanisms and interventions presents a big blow because the state of the conflict issues between the offenders and management is bigger than anticipated.

5.3 LIMITATION OF THE STUDY

The most significant limitation of the study was the sample size. The study was based on a limited sample of twenty-five (25) participants recruited only from the Mdantsane

Centre. Nonetheless, it is important to note that the participants' age, years of sentence and level of education played a fundamental role in how they approached and continued to deal with their experiences of internal communication in the Centre. As a result, the findings of this study cannot be generalised across all Centres. Notwithstanding this limitation, which has been very common in many qualitative studies, the study has generated an interesting set of ideas on how the Centre operates and different behaviours of offenders.

Another limitation of the findings was that some participants might have exaggerated or underreported aspects of their experience during the interview because they were aware of expectations and did not want to be viewed as challenging or failing to comply with the ideals of down grading the Centre communication practice. However, the researcher worked very hard to build a rapport, show empathy and non-possessive warmth to acknowledge and deal with some of these limitations during the course of the study. The individual interviews were also balanced and complemented by the questionnaire guide provided.

One of the limitations may have been how the data was analysed and interpreted. In a qualitative research study, the process of interpretation has always been open to discourse, debate and contestation. This is because, most people feel it is usually characterised by the researcher's own value systems and biases, and value free research is usually not clearly addressed in qualitative studies. The researcher has provided a sufficiently coherent discourse and debate together with substantiating quotations to support her arguments. The researcher may have been biased in how in analysing some of the research material. However, the process of constantly reflecting on my own values, which entail personal experiences, interests and receptivity to critical feedback from colleagues and my supervisor, who was actively involved in monitoring and the interpretation of the study material, may have helped to maintain some balance in this regard.

Lastly, the noise at the Centre was also a challenge and there is no space where the interview could be conducted in a quiet space.

5.4 FUTURE RESEARCH

The following are the suggestions for future research studies:

Apparently, this study was conducted at a time when the South African Correctional Services management and offenders are usually at loggerheads, as offenders believe some of their human rights in these Centres are violated. For example, the recent cell phone clip that leaked to the media showing brutalisation of offenders by correctional services officials. Also, a recent case where some of the Correctional Centres' taps had no running water, leaving hundreds of offenders without drinking or bathing water. It is critical therefore, that there are more research studies directed at the challenges that the institution is facing today. This researcher is of the view that future research by others that seek to *"Investigate the underpinning factors associated with the inclusion and consultation of offenders in drafting of internal offenders' communication policies"* will be of interest.

5.5 RECOMMENDATIONS

The following recommendations have been drawn from the empirical findings, the literature review and also from the researcher's intuition are discussed below.

5.5.1 Source of information about modus operandi of the Correction Centres.

The study has revealed that the offenders would like the Head of the Centre to be more visible at the Centre. Therefore, it is recommended that management and the Head of Centre visit the offenders. The PMC needs to be orientated and be more empowered regarding information and be involved in decisions that involve offenders.

5.5.2 Receiving adequate information covering offenders' needs.

The study found that offenders are not receiving information that they need. There is therefore a dire need to consider a hard copy of policies, posters and written material, regarding an informative orientation process on admission, correctional programs, management structures, bursaries, external education information, nutrition, sport etc.

5.5.3 Preferred source or channel of internal communication.

Suggestion boxes and notice boards should be available in all the sections and be updated regularly. The use of an intercom is also highly recommended. The PMC and the policy are implemented. Consultative meetings should be held and the centre should establish a newsletter that offenders can have access to.

5.5.4 A need for the department to improve its internal communication with offenders on the following aspects.

The Department should be able to improve internal communication if the following can be implemented:

- HCC needs to be consistently, directly involved with offenders.
- CMC structure should be convened and functional.
- PMC policy should be complied with consistently
- Notice boards should be placed, monitored and updated.
- Establishment of a Centre newsletter and access to it.
- Regular offender update sessions are held.
- Facilitate marketing of external offender services.
- Huge improvement is needed, communication policies are there but they are not monitored and they are not applied consistently.
- Participative approach in terms of decision making should be practiced.
- Listening skills from management to improve.
- Information flow to be prioritised.
- Rotation of officials can improve communication.

5.5.5 Challenges to be considered and be addressed by Management.

- Non-compliance that leads to offender complaints and mistrust
- Non uniformity in terms of release dates
- Non-compliance defeats the purpose of the policy.
- Access to information for offenders is not achieved.
- Dissatisfaction that may lead to offender misbehaviour
- The potential for offender dissatisfaction may arise from mistrust.

5.6 CONCLUSION

The research study has laid bare all the possible underlying factors associated with the effectiveness of internal offender communication at the Mdantsane Correctional Centre. The study arose because of the contemporary challenges of the internal offenders' communication that have proven to be an obstacle and a source of hostilities in the relationship and interaction of offenders, officials and Centre management. While the researcher is assured that the study has done justice by bringing all the possible internal offenders' communication challenges to the fore, it is hoped that Mdantsane Correctional Services Centre, Provincial Department of Correctional Services and National Department of Correctional Services may effect recommendations. It is this researcher's hope that this study will lead to other studies of this nature. This is to ensure that scholars, especially communication practitioners, are in the frontline in addressing internal offenders' communication challenges bedevilling not only offenders but also the institution in general. The researcher also hopes that the government is interested in the results of this study as it has shown the internal communication challenges through the eyes of the offenders and officials. Lastly, while the institution's capacity and contribution in community building cannot be overemphasised in South Africa, the empirical findings from this research indicate that its value is dwindling due to inadequate, inefficient, and ineffective Correctional Services Officials. However, the study found that there is a need to capacitate and empower officials in internal communications, to strengthen the implementation of policies and procedures as well as the appointment of highly skilled and professional officials to control internal offenders' communication processes.

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APPENDIX A: ETHICS CLEARANCE LETTER



• PO Box 77000 • Nelson Mandela Metropolitan University
• Port Elizabeth • 6031 • South Africa • www.nmmu.ac.za

Chairperson: Research Ethics Committee (Human)
Tel: +27 (0)41 504-2235

Ref: [H15-ART-JMS-002/Approval]

Contact person: Mrs U Spies

13 October 2016

Ms B Mangolothl
Faculty: Arts
2nd Avenue Campus

Dear Ms Mangolothl

AN EVALUATION ON EFFECTIVENESS OF INTERNAL COMMUNICATION AT MDANTSANE CORRECTIONAL SERVICE

PRP: Ms B Mangolothl
PI: Ms S Matanga

Your above-entitled application served at Research Ethics Committee (Human) for approval.

The ethics clearance reference number is H15-ART-JMS-002 and is valid for three years. Please inform the REC-H, via your faculty representative, if any changes (particularly in the methodology) occur during this time. An annual affirmation to the effect that the protocols in use are still those for which approval was granted, will be required from you. You will be reminded timeously of this responsibility, and will receive the necessary documentation well in advance of any deadline.

We wish you well with the project. Please inform your co-investigators of the outcome, and convey our best wishes.

Yours sincerely

Prof C Cilliers
Chairperson: Research Ethics Committee (Human)

cc: Department of Research Capacity Development
Faculty Officer: Arts

APPENDIX B: GATEKEEPER LETTER



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

Private Bag X136, PRETORIA, 0001 Poyntons Building, C/O WF Nkomo and Sophie De Bruyn Street, PRETORIA
Tel (012) 307 2770, Fax 086 539 2693

Ms S Matanga
Private bag x 7470
King Williamstown
5600

Dear Ms S Matanga

RE: APPLICATION TO CONDUCT RESEARCH IN THE DEPARTMENT OF CORRECTIONAL SERVICES ON: "AN EXPLORATORY STUDY ON THE EFFECTIVENESS OF INTERNAL OFFENDER COMMUNICATION AT MDANTSANE CORRECTIONAL CENTRE"

It is with pleasure to inform you that your request to conduct research in the Department of Correctional Services on the above topic has been approved.

Your attention is drawn to the following:

- The relevant Regional and Area Commissioners where the research will be conducted will be informed of your proposed research project.
- Your internal guide will be **Deputy Director Media Production, Mr A Ratsoma, Head Office.**
- You are requested to contact him at telephone number (012) 305 8205 before the commencement of your research.
- It is your responsibility to make arrangements for your interviewing times.
- Your identity document and this approval letter should be in your possession when visiting Correctional Centres.
- You are required to use the terminology used in the White Paper on Corrections in South Africa (February 2005) e.g. "Offenders" not "Prisoners" and "Correctional Centres" not "Prisons".
- You are not allowed to use photographic or video equipment during your visits, however the audio recorder is allowed.
- You are required to submit your final report to the Department for approval by the Commissioner of Correctional Services before publication (including presentation at workshops, conferences, seminars, etc) of the report.
- Should you have any enquiries regarding this process, please contact the Directorate Research for assistance at telephone number (012) 307 2770 / (012) 305 8554.

Thank you for your application and interest to conduct research in the Department of Correctional Services.

Yours faithfully

ND SIHLEZANA
DC: POLICY COORDINATION & RESEARCH

DATE: 18/03/2015

APPENDIX C: INTERVIEW SCHEDULE

Dear Participants

I am the researcher currently doing my Masters in Communication at the Nelson Mandela Metropolitan University – Port Elizabeth Campus. I am conducting a research on an exploratory study of the effectiveness of internal offender communication at Mdantsane Correctional Centre.

The study is premised on the following objectives:

- To determine the effectiveness of internal offenders' communication at Mdantsane Correctional Centre.
- To assess challenges on the accessibility and flow of information between the department and offenders in Mdantsane Correctional Centre.
- To examine offenders' preferred mode of communication in Mdantsane Correctional Centre.

There are no right or wrong answers; may you therefore, answer these questions with honesty as no others will access the information? The information you share with me will be treated with confidentiality as you will remain anonymous through using a pseudonym. Please do not write or reveal your name.

SECTION A : DEMOGRAPHICAL INFORMATION

Education Level _____

Year of sentence _____

Years serving _____

SECTION B : INTERVIEW SCHEDULE GUIDE FOR INTERVIEW

In your opinion, what would be your understanding of communication?

.....
.....
.....

1. What role does communication play in the Centre in terms of sending and receiving information?

.....
.....

2. Do you think the role is fulfilled?

.....
.....

3. Are there any challenges that impact effective communication between the offenders and the Department of Correctional Services?

.....
.....

4. What would you describe as your source of information about what's going on at the centre?

.....
.....

5. Do you believe that information received in that particular source is adequate in terms of covering your needs?

.....
.....
.....

6. In your opinion, what would be your preferred source or channel of communication?

.....
.....

7. Is there any other information that you would like to receive from the department which you are not getting?

.....
.....
.....

8. What do you think the department should do to improve its internal communication with offenders?

.....

APPENDIX D: INFORMATION AND INFORMED CONSENT FORM

NELSON MANDELA METROPOLITAN UNIVERSITY

INFORMATION AND INFORMED CONSENT FORM

<u>RESEARCHER'S DETAILS</u>	
Title of the research project	<i>An exploratory study on the effectiveness of internal communication at Mdantsane Correctional Centre.</i>
Reference number	
Principal investigator	Matanga Sivuyisiwe
Address	7 Mdantsane, King Williams town
Postal Code	5219
Contact telephone number (private numbers not advisable)	0795413729

A. DECLARATION BY OR ON BEHALF OF PARTICIPANT			<u>Initial</u>
I, confirm that I am above 18 years of age	YES	NO	

A.1 HEREBY CONFIRM AS FOLLOWS:		<u>Initial</u>
I, the participant, was invited to participate in the above-mentioned research project		
that is being undertaken by	Matanga Sivuyisiwe	
From	Faculty of Arts	
of the Nelson Mandela Metropolitan University.		

THE FOLLOWING ASPECTS HAVE BEEN EXPLAINED TO ME, THE PARTICIPANT:				Initial	
2.1	Aim:	The main aim of this study is to explore the effectiveness of internal offenders' communication patterns used by the Department of Correctional Services at Mdantsane Centre to communicate with its client systems (offenders)			
2.2	Procedures:	I understand that the interview will be recorded on a recording device.			
2.3	Risks:				
2.4	Possible benefits:	As a result of my participation in this study, the communication may be improved			
2.5	Confidentiality:	My identity will not be revealed in any discussion, description or scientific publications by the investigators.			
2.6	Access to findings:	Any new information or benefit that develops during the course of the study will be shared as follows:			
2.6	Voluntary participation / refusal / discontinuation:	My participation is voluntary	YES	NO	
		My decision whether or not to participate will in no way affect my present or future care / employment / lifestyle	TRUE	FALSE	
		I consent that the interview be digitally recorded	YES	NO	

3. THE INFORMATION ABOVE WAS EXPLAINED TO ME/THE PARTICIPANT BY:								Initial
Matanga Sivuyisiwe								
in	Afrikaans		English	X	Xhosa	X	Other	
and I am in command of this language, or it was satisfactorily translated to me by								
Matanga Sivuyisiwe								
I was given the opportunity to ask questions and all these questions were answered satisfactorily.								

4.	No pressure was exerted on me to consent to participation and I understand that I may withdraw at any stage without penalisation.	
-----------	---	--

5.	Participation in this study will not result in any cost to myself.	
-----------	--	--

A.2 I HEREBY VOLUNTARILY CONSENT TO PARTICIPATE IN THE ABOVE-MENTIONED PROJECT:	
Signed/confirmed at _____ on _____ 20__	
Signature or right thumb print of participant	Signature of witness:
	Full name of witness:

A. STATEMENT BY OR ON BEHALF OF INVESTIGATOR(S)							
I,	<i>(name of interviewer)</i>			declare that:			
1.	I have explained the information given in this document to			<i>(name of patient/participant)</i>			
	and / or his / her representative			<i>(name of representative)</i>			
2.	He / she was encouraged and given ample time to ask me any questions;						
3.	This conversation was conducted in	Afrikaans		English		Xhosa	Other
	And no translator was used <u>OR</u> this conversation was translated into						
	<i>(language)</i>		by		<i>(name of translator)</i>		
4.	I have detached Section D and handed it to the participant			YES		NO	
Signed/confirmed at _____ on _____ 20____							
Signature of interviewer				Signature of witness:			
				Full name of witness:			

B. DECLARATION BY TRANSLATOR (WHEN APPLICABLE)			
I,	<i>(full names)</i>		
ID number			
Qualifications and/or			
Current employment			
confirm that I:			
1.	Translated the contents of this document from English into		<i>(language)</i>
2.	Also translated questions posed by	<i>(name of participant)</i>	as well as the answers given by the investigator/representative;
3.	Conveyed a factually correct version of what was related to me.		
Signed/confirmed at _____ on _____ 20____			
I hereby declare that all information acquired by me for the purposes of this study will be kept confidential.			
Signature of translator		Signature of witness:	
		Full name of witness:	

C. IMPORTANT MESSAGE TO PARTICIPANT

Dear participant/representative of the participant

Thank you for your/the participant's participation in this study. Should, at any time during the study:

- *an emergency arise as a result of the research, or*
- *you require any further information with regard to the study, or*
- *the following occur*

(indicate any circumstances which should be reported to the investigator)

Kindly contact

at telephone number

(it must be a number where help will be available on a 24 hour basis, if the research project warrants it)

APPENDIX E: CONSENT FORM

Faculty of Arts

NMMU

Tel: +27 (0)41 504-4524 Fax: +27 (0)41-504-9321

E-mail Faculty Chairperson: xxxx@nmmu.ac.za

Date: October 2016

Ref: (Reference Number supplied upon granting of ethics approval)

Contact person: Ms B Mangolothi

Dear

You are being asked to participate in a research study. I will provide you with the necessary information to assist you to understand the study and explain what would be expected of you (participant). These guidelines would include the risks, benefits, and your rights as a study subject. Please feel free to ask the researcher to clarify anything that is not clear to you.

I am currently conducting research for my Masters in Media Studies. The purpose of my study is to explore the effectiveness of internal communication at Mdantsane Correctional services.

To participate, it will be required of you to provide a written consent that will include your signature, date and initials to verify that you understand and agree to the conditions.

You have the right to query concerns regarding the study at any time. Immediately report any new problems during the study, to my promoter, Ms B Mangolothi. Her e-mail address is brightness.mangolothi@nmmu.ac.za and her telephone number is 041 504 4524

Furthermore, it is important that you are aware of the fact that the ethical integrity of the study has been approved by the Research Ethics Committee (Human) of the university. The REC-H consists of a group of independent experts that has the responsibility to ensure that the rights and welfare of participants in research are protected and that studies are conducted in an ethical manner. Studies cannot be conducted without REC-H's approval. Queries with regard to your rights as a research subject can be directed to the Research Ethics Committee (Human), Department of Research Capacity Development, PO Box 77000, Nelson Mandela Metropolitan University, Port Elizabeth, 6031.

If no one could assist you, you may write to: The Chairperson of the Research, Technology and Innovation Committee, PO Box 77000, Nelson Mandela Metropolitan University, Port Elizabeth, 6031.

Participation in research is completely voluntary. You are not obliged to take part in any research. The study is qualitative, the interview will be digitally recorded and then transcribed. For archival purposes, the audio version and transcription of your interview will be kept in a locked office of the supervisor. If you do partake, you have the right to withdraw at any given time, during the study without penalty or loss of benefits. However, if you do withdraw from the study, you should return for a final discussion or examination in order to terminate the research in an orderly manner.

Although your identity will at all times remain confidential, the results of the research study may be presented at scientific conferences or in specialist publications.

This informed consent statement has been prepared in compliance with current statutory guidelines.

Yours sincerely

Sivu Matanga

RESEARCHER

I hereby confirm that I understand the context of the study and that my participation is voluntary. I also confirm that I am 18 years old. I understand that my identity will not be revealed and that the results of the study will be used for academic purposes.

I agree to participate in this interview.

Name: _____

Signature: _____

Date: _____

APPENDIX F: LETTER FROM LANGUAGE EDITOR



One Stop Solution
24 Firenze Gardens
Warbler Road
Cotswold Ext
Port Elizabeth
6045
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TO WHOM IT MAY CONCERN

I, Michelle van Niekerk, declare that I have done the language editing for the thesis of:

MATANGA SIVUYISIWE (213365189)

entitled:

AN EXPLORATION STUDY ON THE EFFECTIVENESS OF INTERNAL OFFENDER COMMUNICATION AT MDANTSANE CORRECTIONAL CENTRE

Submitted in fulfilment of the requirements for the degree of Master of Communication in the Faculty of Social Science and Humanities at the Nelson Mandela Metropolitan University.

I cannot guarantee that the changes that I have suggested have been implemented nor do I take responsibility for any other changes or additions that may have been made subsequently.

Any other queries related to the language and technical editing of this treatise may be directed to me at 076 481 8341.

Signed at Port Elizabeth on 03 January 2017

Mrs M van Niekerk