Gordon Institute of Business Science
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Assessing the role of power distance on effective organisational communication

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ABSTRACT

As the world moves toward a globally integrated society, the strategic management process is now more than ever in the spotlight. Organisations are required to have agility in responding to social, economic, and technological challenges. This was evident between the years 2020 and 2021, when organisations had to contend with and regroup to respond to the COVID-19 pandemic, which exposed structural flaws in how organisations rally their resources to respond to change. This research study sought to study the nature of the relationship between such strategic parameters that have been deemed to contribute to how organisational resources interact to respond to change. These were power distance dimension of organisational culture and the role it plays in organisational communication.

The objectives of this research were to assess the relationship between power distance and organisational communication within the strategy execution context. To achieve its objectives, quantitative methodology was applied which enabled determination of the relationship between the two constructs through confirmatory factor analysis. Data was collected using a survey that was dispersed among a sample size of 223 respondents, operating at different managerial and operational levels within Southern African private and public sector organisations.

The findings of this research study confirmed the direct and inverse proportional relationship between power distance and organisational communication. The findings have significant implications for both business and literature as the research study closed a glaring gap by confirming that power distance will either strengthen or attenuate the effectiveness of organisational communication. This confirmation was comprehensively done at both a construct and dimension level.

KEY WORDS:

Power distance, organisational communication, strategy execution, organisational culture

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Philosophy [insert programme name here] at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research. The date should follow the declaration

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CHAPTER 1 – INTRODUCTION TO RESEARCH STUDY

In contrast to existing literature, which was biased toward strategy planning, the recent decade has witnessed the rise of a plethora of academic work on strategy execution and its importance in sustaining organisational competitiveness (Friesl et al., 2021; Weiser et al., 2020; Tawse & Tabesh, 2021). Many studies have identified organisational culture, structure, communication, leadership, systems, and employee commitment as factors that contribute to strategy execution (Crittenden & Crittenden, 2008; de Oliveira et al., 2019; Tawse & Tabesh, 2021; Weiser et al., 2020; Alharthy et al., 2017; Friesl et al., 2021). From this perspective, scholars and practitioners alike have made a deliberate effort to assess the relationships between the above-listed factors and the extent their interaction enables strategy execution outcomes.

Following the COVID-19 outbreak, which highlighted the importance of organisations' agility in responding to challenges and remaining competitive (Diedrich et al., 2021; Li et al., 2021), this research study sought to investigate the role of organisational culture and communication in enabling strategy execution. The power distance dimension has been deemed a critical aspect of this organisational culture due to its subtle ability to influence organisational behaviour (Hofstede et al., 2005; House et al., 2004; Lam & Xu, 2019). Within the context of strategy execution and noting this criticality, this research study aimed to determine the role that the power distance orientation of organisational resources played in informing their respective behaviours in interacting with one another and how that ultimately impacted the effectiveness of organisational communication.

Consequently, this study conducted a literature assessment for the three components within its scope: the power distance dimension of organisational culture, organisational communication, and strategy execution. Using quantitative research techniques, specifically factor analysis, the study investigated the association between a group of 13 power distance and 16 organisational communication dimensions. The purpose of chapter 1 is to provide context for the research study topic, academic relevance, objectives to be attained by the research study, and an overview of the remaining research study.

1.1. RESEARCH BACKGROUND AND PURPOSE

Research has been done on organisational culture and organisational communication constructs' roles in strategy execution (de Oliveira et al., 2019; Tawse & Tabesh, 2021; Weiser et al., 2020; Alharthy et al., 2017). The ability of organisational culture to foster

the subtle, indirect, and often instinctive influences that define an organisation is attributed to its crucial role in strategy execution . These influences are driven by the level of orientation to the power of organisational resources and are usually inadvertent with far-reaching impacts on strategy execution outcomes (Lam & Xu, 2019; Peiró & Meliá, 2003; Pitesa & Thau, 2013).

Friesl et al. (2021) argue that the ability to develop a shared understanding with employees via effective communication frequently undermines or increases strategy execution. Tourish (2005) elaborates that communication is only an effective tool for driving strategy execution if the organisational environment is conducive to the consumption of that communication, which refers to all resources (top and bottom) responding positively to their role in organisational activities or interventions. Given its importance as a channel for transferring and transforming organisational information, organisational communication can thus be considered a vital aspect of driving strategy execution.

Though much study has been done on the constructs mentioned above and their role in the execution of strategy, there remains a scarcity of empirical evidence on the relationship between organisational culture and organisational communication (Sebastião et al., 2017; Weiser et al., 2020). However, given their theoretically determined respective contributions to strategy execution, it is thus possible to postulate that there is a convergence relationship between organisational culture and organisational communication. However, very little research has been done on interactions between the constructs at a dimension level for the power distance dimension of organisational culture and communication (Lam & Xu, 2019; Mohanty & Mohanty, 2018). Given this, the following question must be addressed: what influence does power distance have on organisational communication to adequately hinder or enhance strategy execution?

As a result, the purpose of this research study was to answer the above question and develop a deeper understanding of the relationship between the two constructs. Furthermore, given the findings of prior research that emphasise the relationship between organisational hierarchy and employee participation (Adams et al., 2020; Groysberg et al., 2018; Hofstede et al., 2005; House et al., 2004), it was necessary to conduct additional research into the role of the power distance dimension of organisational culture in relation to the effectiveness it has on organisational communication. Overall, the purpose of this study was to add to the current corpus of

empirical literature on strategy execution Figure 1 below summarises the relationship between the two constructs in terms of strategy execution and the resulting gap that exists in the interaction between power distance and organisational communication at a dimension level.
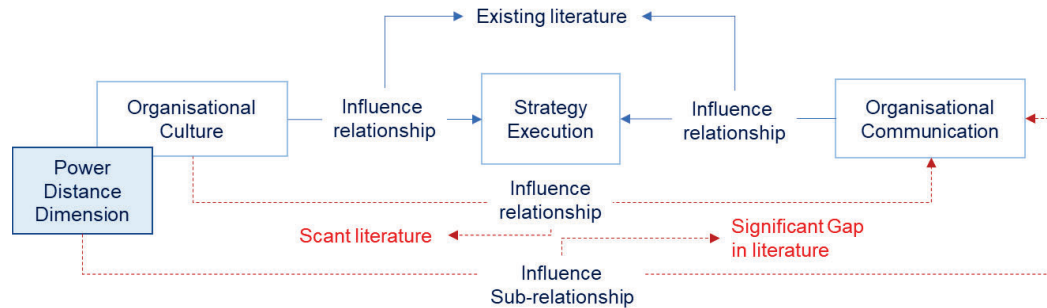
Figure 1: Research gap illustrated (Author's own)

1.2. BUSINESS RELEVANCE

Global economies have in recent years experienced severe disruptions due to the economic crisis in 2010 (OECD, 2010) and the novel corona virus pandemic (Wang et al., 2021). These disruptions necessitated a rethink in how organisations remain sustainable and competitive during a crisis, but furthermore, it cast a spotlight on the ability of organisations to not only execute their set strategies but to be able to innovate and reinvent themselves to remain competitive (Hogan & Coote, 2014; Wang et al., 2021).

There are numerous approaches for businesses to respond to these challenges and remain competitive in their respective industries. Many scholars posit that these approaches are central to businesses' ability to effectively rally internal resources (Chang et al., 2014). One of the proposed tools for rallying internal resources for driving agility in increasing an organisation's level of competitiveness is open communication .

The advent of the COVID-19 pandemic disrupted organisations and tested the bounds of effective communication (Wang et al., 2021). Not only did the organisations have to adjust to serving customers remotely, but they also had to learn how to effectively communicate with their internal resources without relying on face-to-face or traditional interactions. Regardless of some interventions put in place to counter interaction between resources, a survey conducted from China on employees working remotely indicated ineffective communication as one of the factors that led to poor performance

(Wang et al., 2021). Preliminary research illustrates that some businesses experienced difficulty adapting to the fundamental changes in how internal resources interact, which led to their demise or having to scale back operations (Mukherjee et al., 2021; Standaert et al., 2022). The above illustrates the importance of organisational communication in ensuring successful interactions amongst resources, and COVID-19 merely amplified this view.

There is a wealth of literature on the role communication plays in fostering interaction between resources at various levels within an organisation. The level of participation of organisational resources is also affected by the quality of communication; additionally, academics have hypothesised how subtle power distance dimensions such as trust, authority, and gatekeeping can attenuate the quality of communication. Furthermore, communication can be upwards, downward, or lateral, with upward communication (subordinate to superior) reflecting the power orientation of the one with less power. It is suggested that employees' power orientation has the potential to either stimulate or discourage engagement (Hofstede et al., 2005; House et al., 2004). Literature shows that the closer employees feel to power in a hierarchy, the more empowered they feel. Thus, the significance of this study for business is to determine the extent to which power distance within organisations influences how communication is disseminated and ultimately consumed, as well as how this influences employee participation in strategy execution processes.

1.3. ACADEMIC RELEVANCE

It is estimated that less than 50% of planned strategies are successfully implemented or executed (Alharthy et.al., 2017). Anecdotal evidence by the American Management Association (AMA) (2019) puts this figure at 60% or more. Alharthy et. al., (2017) opine that even though there is an established relationship between an organisation's ability to successfully implement and execute their strategic plans and increase their competitive advantage, there is scant research focusing on strategy execution compared to the plethora of academic research available on strategy planning. This is even more so at a dimension level.

Hofstede (2004) and Warrick (2017) offer insights into how organisational culture dimensions interact with structure and leadership to enable strategy execution. However, despite recent efforts to study relationships between these constructs, evaluation at a dimension level remains under-researched. On the other hand, strategy execution is regarded as critical for business continuity, attainment of organisational goals, and the

capacity of organisations to stay competitive in a rapidly changing global market (Teece et al., 2018). Thus, organisations must learn how to capacitate and reorganise themselves at various levels to achieve the intended outcomes of the strategy execution.

According to Tawse and Tabesh (2021), strategy execution procedures are not independent of organisational internal and external factors such as culture, politics, and group networks. In their initial framework on strategy execution, they focused on organisational constructs that had an impact on strategy execution, with organisational culture being one of the identified constructs. Weiser et al., (2020) synthesised strategy execution approaches from a wide range of literature to develop an integrated view (adaptive turn) strategy execution approach that not only encourages an integrated interaction of resources within the strategy execution and planning process. The integrated approach goes further to recognise the subtle nuances that influence strategy execution such as rhetoric, incentives, social practises, discourse, emotions, and interactions (vertical and horizontal). These nuances are embedded in interpersonal interactions and power distance orientation plays a role in driving these interactions (Hofstede et al., 2005; House et al., 2004). According to Friesl et al., (2021), the integrated view approach to strategy execution has bridged a gap in strategy execution discourse caused by a lack of a cohesive theoretical approach to strategy execution. As a result, the integrated view approach (adaptive turn) to strategy execution was the ideal approach to analyse from the perspective of this research study's need to discover the influence the power distance dimension has on organisational communication. As a direct consequence, this research study responds to Weiser et al.'s (2020) academic call to investigate "How do different structures, controls, and incentives influence the effectiveness of feedback loops in strategy implementation plan conceptualising, strategy enacting, and strategy (re) conceptualising stages?" (p. 69).

1.4. RESEARCH QUESTION

What is the impact of power distance dimension of organisational culture on effectiveness of organisational communication?

1.5. RESEARCH OBJECTIVES

Objective 1: To determine the role of power distance dimension of culture on effectiveness of organisational communication.

Objective 2: Assessing which dimension of organisational communication was mostly

affected by the power distance dimension.
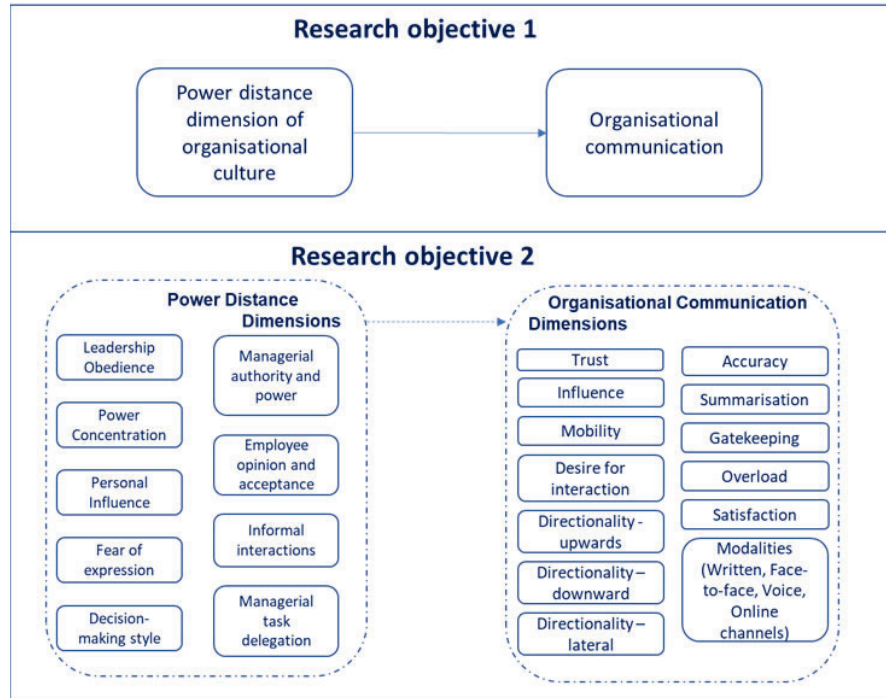
Figure 2: Research study objectives (Author's own)

1.6. CHAPTER 1 CONCLUSION

This chapter elucidated the basis for the research study by unpacking the business problem, providing academic relevance, and outlining the research aims and contributions to the current body of knowledge. The remaining chapters of this research study will provide further insight with the analysis of the literature review (chapter 2), presentation of the research study objectives and hypotheses (chapter 3), research methodology and design outline (chapter 4), presentation and analysis of data (chapter 5 and 6 respectively) and finally, the conclusion of the research study in chapter 7. The figure below illustrates the research study roadmap.

Chapter 1	Chapter 2	Chapter 3	Chapter 4	Chapter 5	Chapter 6	Chapter 7
Introduction to research problem	Literature review	Research question and hypothesis	Research methodology and design	Research data overview	Research data analysis	Research Conclusion
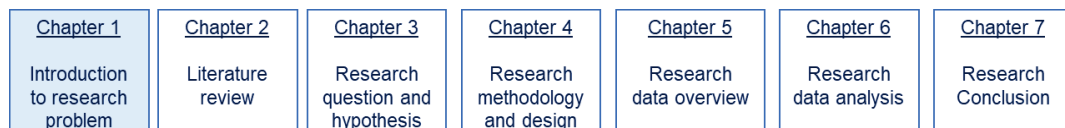
Figure 3: Research study roadmap - chapter 1(Author's own)

CHAPTER 2 – LITERATURE REVIEW

Through a review of the existing body of literature, Chapter 2 offers the theoretical underpinning for the research study. The three key constructs to be reviewed are strategy execution, power distance dimension of organisational culture, and organisational communication. Based on the objectives of this research study, the literature review will initially focus on the strategy execution construct, with a special emphasis on how power distance dimension and organisational communication, respectively, affect strategy execution outcomes. Additionally, within the context of strategy execution, the research study will be broadened to concentrate on the power distance dimension of organisational culture and determine its attenuating impact on organisational communication. Finally, the literature review will concentrate on the interaction between the three constructs (strategy execution, power distance, and organisational communication), culminating in a conceptual model derived from hypotheses gleaned in the latter part of this chapter. Figure 4 depicts the research study literature review roadmap:
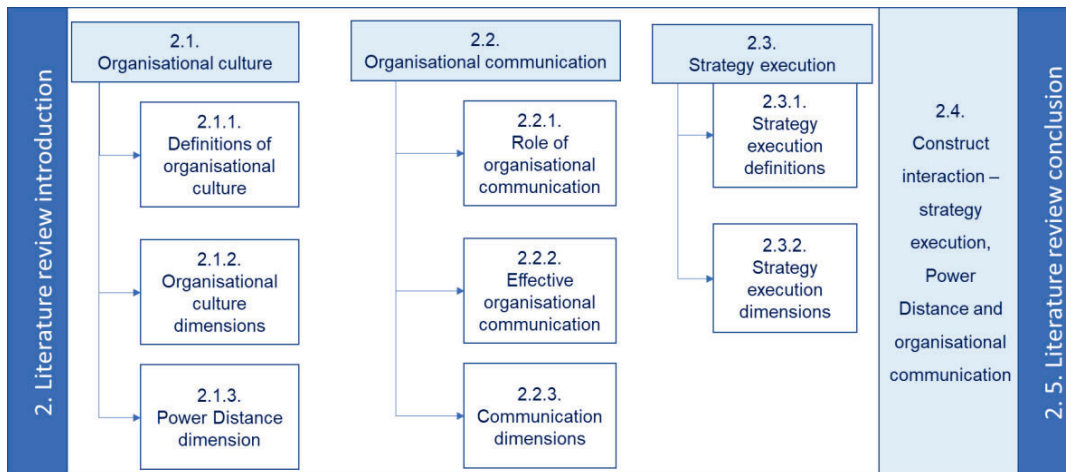
Figure 4: Literature review roadmap (Author's own)

2.1. ORGANISATIONAL CULTURE

Decades have been devoted to studying organisational culture, and its importance in driving organisational activities continues to be researched. Recent research has gone beyond focusing on organisational culture at the construct level to comprehending the many dimensions of organisational culture and how they contribute to failure of strategy execution (Crittenden & Crittenden, 2008; de Oliveira et al., 2019; Tawse & Tabesh, 2021). Additionally, there is an interest in the inferred impact of organisational culture on

leadership, structure, decision-making, and even communication. According to Schneider, Ehrhart, and Macey (2013), the level of employee participation in organisational activities is influenced to some extent by the strength or weakness of the organisation's culture. This, they claim, is because culture serves as a conduit for activities like communication to create shared values and affects how empowered employees feel to make decisions or play a role in decision-making. Based on this viewpoint, culture is thus deemed important in generating a positive working atmosphere and encouraging employee participation in organisational activities.

A study by Schimmoeller (2010) proposed that alignment of organisational culture with strategy execution is crucial for organisations to succeed with their set goals. Krupskyi and Kuzmytska (2020) add to this viewpoint by arguing that how well an organisation's culture fits with its strategy is an important factor in how well the organisation will do in maintaining its competitive edge within its operating industry. This supports the idea that "organisations have cultures and are thus flexible" rather than the idea that "organisations are cultures and are thus rigid" (Smircich, 2017).

In contrast, Chatterji, Findley, Jensen, Meier, and Nielson (2016) posit that the direct role of organisational culture on strategy execution is far from being conclusively determined. They argue that the dearth of consolidated literature on this remains a concern, considering the myriad of organisational culture approaches that have been developed in the literature to link to either strategy execution and/or organisational performance. Prior, Gregory et.al. (2009) had raised the lack of a homogenous view on organisational culture and its influence on either strategy execution or organisational performance when they asserted "that organisational culture influences firm effectiveness is an assumption implicitly held by many managers and management researchers, although few empirical studies have provided detailed insight into the relationship".

This study is interested in how organisational culture influences strategy execution and, in turn, organisational communication. Academics have demonstrated that organisations that are unaware of the subtleties of their organisational culture and its subsequent impact on their capacity to execute strategies are doomed to fail in their efforts to attain organisational objectives. In addition, organisations must be able to examine their cultural subtleties when selecting a strategy and determine whether the culture they foster will support the execution of such a strategy. To close the identified gap in the literature on organisational culture dimensions, this research study aims to determine how organisational culture's power distance dimension contributes to strategy execution

and possibly the role it plays in effective communication accordingly; it is necessary first to unpack the concept of organisational culture and how the dimensions within it interact with each other.

2.1.1. Definitions of organisational culture

Artefacts and creations, values, and fundamental beliefs are the three levels of organisational culture (Schein, 2004). It is critical to comprehend these levels because they serve as the foundation for subtle variables that influence organisational behaviour. This impacts how employees engage with one another and how organisational-wide projects are accomplished (strategy or otherwise). There are numerous definitions of culture in literature, dating back to Taylor (1871, p. 1), who described culture as "that complex system which embraces knowledge, belief, art, law, morals, tradition, and any other capabilities and habits acquired by man as a member of society." As this term suggests, the emphasis was on societies and their embedded shared identities.

Additionally, culture has been seen as a historically derived system of implicit and explicit designs for living shared by the members of a group (martin & Siel, 1983). By that concise definition, a conclusion can be drawn that the modern definition of culture has been ratified and now includes both the ideal and the actual patterns of behaviour of a group, institution, or society. The societal perspective on culture was further expanded to psychology, social psychology, and organisational development (Gregory et al., 2009). However, even with the definition of organisational culture been expanded over decades and ultimately adding to the multiplicity of definitions from diverse scholars, as shown in Table 1 below, definitions from prior research are still widely used (Cooke and Rousseau, 1988:p248).

Scholar(s)	Culture definition
Kroeber et al. (1952)	Organisational behaviour is shaped by the values, ideas, and other symbolic systems conveyed within the organisation.
Becker & Greer (1970)	Set of common understanding, expressed in language.
Van Maanen & Schein (1979)	Shared values, beliefs, and expectations of members within the organisation.
Swart & Jordon (1980)	Refers to the underlying values and beliefs of the organisation, which are communicated to the employees through a set of

Scholar(s)	Culture definition
	symbols, formalities, and myths.
Martin & Siel (1983)	Constitutes the three elements: core values, forms ccommunication/language, e.g., jargon), strategies to reinforce content (e.g., rewards, training programs) which form shared meaning throughout the organisation and can be thought of as the glue that keeps the organisation together.
Uttal (1983)	The behavioural norms (the way we do things around here) which is a result of the interaction between what is important (shared values) and how things work (beliefs) with the organisation's control systems, procedures, and structures.
Hofstede (1984)	The intrinsic beliefs, values, and a person's way of doing things, as they have been taught bey their parents, elders, leaders, other students, and the community around the person.

Table 1: Culture definitions (Adapted from Cooke and Rousseau, 1988: p.248)

It is palpable that the definitions are brief and open to interpretation. However, the need for their emergence was necessary, specifically because traditional modalities of management had been found wanting - thus, a need for a new concept that accounts for individuals' work and actions within an organisation, with the intended purpose of improving their working capacity (Alvesson & Berg 1992). The key takeaway from these definitions is the recognition that culture represents shared values, practices, and collective assumptions throughout societies and/or organisations, which subsequently affect how they interact with their respective environments. Conclusively, the core elements of what defines the culture at a societal or organisational level remain unified across academics, prior or current.

To this end, the consolidated definition applicable to this research study is by former professor Edgar Henry Schein that proposed for organisational culture to be defined as

> "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as a correct way to perceive, think and feel in relation to those problems" (p.12).

2.1.2. Organisational culture dimensions

As was noted previously, global communities are growing toward a globally interconnected society plagued by social, economic, and technical challenges that demand swift and integrated responses. As this evolution accelerates, the influence of society (national) and organisational cultures on the rate at which organisations respond to these problems grows. In their 10-year international research project titled Global Leadership and Organisational Behaviour Effectiveness (GLOBE), House et al. (2004) illustrate this point through an analysis of 62 nations and 951 organisations, suggesting that national cultures and organisational cultures cross-pollinate and create sub-cultures in organisations, resulting in a social force that is largely invisible, but influences behaviour on multiple levels. The study gave additional information on the interaction between the various cultural dimensions and their influence on organisational behaviour in the 62 countries that participated in the research project; this will be discussed in the next part of this research paper.

Having derived the first five (5) national culture dimensions from the work of Geert Hofstede (1984) – (power distance index, collectivism vs individualism, uncertainty avoidance index, gender orientation, short-term vs long-term orientation, and). The GLOBE project expanded the Hofstede culture dimensions (table 2) to relate more to organisational culture with the addition of four (4) cultural dimensions (assertiveness, future orientation, restraint vs indulgence, and performance orientation) (House et al. 2004).

GLOBE culture dimension	Description (House et.al. 2004, p.12 -13)
Power distance	The degree to which members of an organisation or society expect and agree that power should be stratified and concentrated at the higher levels of an organisation or government.
Institutional collectivism	The degree to which organisational and societal institutional practices encourage and reward collective distribution of resources and collective action.
In-group collectivism	The degree to which individuals express pride, loyalty, and cohesiveness in their organisations or families.
Gender	The degree to which an organisation or a society minimises gender role

GLOBE culture dimension	Description (House et.al. 2004, p.12 -13)
Egalitarianism	differences while promoting gender equality.
Assertiveness	The degree to which individuals in the organisations or societies are assertive, confrontational, and aggressive in social relationships.
Future orientation	The degree to which individuals in organisations or societies engage in future-oriented behaviours such as planning, investing in the future, and delaying individual or collective gratification.
Performance orientation	The degree to which an organisation or society encourages and rewards group members for performance improvement and excellence.
Humane orientation	The degree to which individuals in organisations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others.

Table 2: GLOBE project cultural dimensions (Source: House et.al. 2004, p.12 -13)

The primary objective of both Hofstede and the GLOBE culture dimensions was to determine the role that the cultural dimensions play in organisational (or societal) activities. This was done primarily from the point of view of determining the degree of orientations (low or high) based on the results of various hypothesis tests in the study. For example, this is aptly illustrated by Hofstede et.al (2010, p.167) when he provides that: In feminine cultures, such as Sweden, Netherlands, and Denmark, there is a preference for resolving conflict by compromise and negotiation, unlike in France, where resolution occasionally involves a lot of verbal insults. Figure 5 below illustrates how the Hofstede culture dimensions were expanded by the GLOBE project; however, it goes further to illustrate how the degree of cultural dimension orientation plays a significant part in how employees see themselves in relation to their environment, which in turn plays a role in how that perception translates into behaviour in the workplace (House et.al., 2004; Hofstede et.al., 2014).

Low Orientation ←→ High Orientation

	Hofstede's Culture Dimensions	GLOBE Culture Dimensions	
Egalitarian	POWER DISTANCE	POWER DISTANCE	Embraces Hierarchy
Collectivist	COLLECTIVISM VS. INDIVIDUALISM	INSTITUTIONAL COLLECTIVISM / IN-GROUP COLLECTIVISM	Individualist
Comfortable with uncertainty	UNCERTAINTY AVOIDANCE	UNCERTAINTY AVOIDANCE	Uncomfortable with uncertainty
Nurture important	GENDER ORIENTATION (FEMININITY VS MASCULINITY)	HUMANE ORIENTATION / GENDER EGALITARIANISM / ASSERTIVENESS / PERFORMANCE ORIENTATION	Power is important
Traditional and short-term	LONG TERM ORIENTATION	FUTURE ORIENTATION	Futuristic and long-term

Figure 5: Hofstede vs GLOBE culture dimensions (Adapted by author)

From figure 5 above, observations are made on how the various cultural dimensions and the degree of orientation may influence employee behaviour, individually or collectively. For example, a highly future-orientated organisational culture will likely succeed in implementing innovative solutions. This would be conversely true for organisations with low future orientation as they are likely to follow a more traditional approach to resolving issues leading to lost agility.

Despite their notable contributions to integrating societal culture with organisational culture and further deconstructing organisational culture for the advantage of understanding the underlying fabrics of cultural dimensions, Hofstede and the GLOBE projects have not been without criticism. Scholars such as Venaik and Brewer (2016) have questioned the validity of these studies' findings and the methodology used to test hypotheses across cultural dimensions. They argue that the studies should not be given the academic weight they now have due to technical nuances such as the disparity in the uncertainty avoidance dimensions between the two (2) studies. This was supported by Minkov and Blagoev (2012) when they added that the expanded orientations by GLOBE, such as Institutional Collectivism and In-Group Collectivism, were not statistically correlated. The criticism, however, has not deterred proponents of both the Hofstede and GLOBE project findings from maintaining that, in the field of organisational culture, these studies have combined to produce credible insights beyond any other study endeavour, albeit some minor technicalities. This is based on the length of time it took to conduct the study (10 years for GLOBE), the scope of the study (62 countries,

951 organisations), and the fact that when combined with the Hofstede IBM survey in 50 countries, these two studies have gained credibility that has yet to be conclusively disputed in research.

This study adopts the GLOBE project's organisational culture dimensions; moreover, the power distance dimension will be analysed extensively. The choice of the power distance dimension over others was informed by; first, it is one of the dimensions that yielded comparable results between the two (2) studies (Hofstede and the GLOBE projects) and was thus technically uncontested by other researchers. In addition, power distance orientation is delicately interwoven with the other dimensions (e.g., the orientation for Gender Egalitarianism will always be driven from a power distance orientation perspective; for example, the role of women in Muslim countries will always be driven from the embedded societal power dynamics). Noting that this research aims to investigate the relationship between communication and strategy execution, the role of power concentration in information dissemination has steadily become a topic of academic study (Mohanty & Mohanty, 2018; Postmes et al., 2001).

2.1.3. Power distance dimension of organisational culture

This research study's central concept is organisational culture's power distance dimension. As a result, this concept must be examined through various lenses. These lenses will cover the differences between personal and positional power, the motivations for seeking power, and the role of power in influencing organisational behaviour. Furthermore, it is critical to understand the academic roots of power distance from both the psychological and cross-cultural research streams. Lastly, there is a need to determine the role of power distance on organisational communication, both of which are key constructs in effective strategy execution.

The earliest literature on the power distance dimension focused on power distance implications in societies, focusing primarily on national culture and cross-cultural implications. Individuals bring national cultural identities into their organisations, whereas organisations tend to inherit characteristics of the national culture from whence they originate, according to House et al. (2010). Thus, it is essential to comprehend the extent to which a person's views, values, and behaviours relate to their country's culture and how this may ultimately impact relationships within an organisational context. In his research revealing large power relationships between subordinates and superiors in France, d'Iribarne (1989, p. 77) aptly illustrated the role national culture played in individual behaviour when he provided that "…the often strongly emotional character of

hierarchical relationships in France is intriguing. There is an extreme diversity of feelings towards superiors: they may be adored or despised equally. This situation is not at all universal: we found it neither in the Netherlands nor in the United States". From this perspective, power distance is broadly defined as "the extent to which the less powerful members of institutions and organisations within a country expect and accept that power in distributed unequally" (Hofstede, 2010 p.61).

Several studies have examined the cross-cultural roots of the power distance dimension. Religion, the existence of the middle class, family power values, education levels, gender, and cultural ideologies, according to Cullen (2001), are some of the key variables that directly or indirectly influence an individual's power distance orientation. Similarly, House et al. (2004) discovered that these variables are ingrained in every society and/or organisational culture and profoundly influence behaviour. The intrinsic attributes within organisations based on power distance orientation are defined in Table 3. As can be deduced, the level of power distance orientation within an organisation (and inherently deduced for society) influences not only the behaviour of the one with less power (I) or more power (O) but also the structures, processes, systems, and verbal and nonverbal interactions within the organisation. A recent comprehensive study of sources of power distance orientation among university students in the United States of America and India found that "individual power distance orientation among the respondents had similar effects as societal power distance orientation" (Winterich et al., 2018). Overall, the research suggests that the power distance dimension of organisational culture either strengthens or attenuates organisational experiences and behaviours, just as it does at the societal level.

Low power distance orientation	High power distance orientation
Hierarchy in organisations means an inequality of roles, established for convenience.	Hierarchy in organisations reflects existential inequality between higher and lower levels.
Decentralisation is popular.	Centralisation is popular.
There are fewer supervisory personnel.	There are more supervisory personnel.
There is a narrow salary range between the top and the bottom of the organisation.	There is a wide salary range between the top and the bottom of the organisation.
Managers rely on their own experience and on	Managers rely on superiors and on formal

Low power distance orientation	High power distance orientation
subordinates	rules.
Subordinates expect to be consulted.	Subordinates expect to be told what to do.
The ideal boss is a resourceful democrat.	The ideal boss is a benevolent autocrat or "good father".
Subordinate-superior relations are pragmatic.	Subordinate-superior relations are emotional.
Privileges and status symbols are frowned upon.	Privileges and status are normal and popular.
Manual work has the same status as office work.	White-collar jobs are valued more than blue-collar jobs.

Table 3: Key differences between LPD and LPD in organisations (Source: House et.al., 2004: p. 76)

Sources and types of power

Power is a concept that has gotten some academic attention, and it mostly refers to how people interact with one another within a specific context (House et al., 2004). According to Keltner et al. (2003), power is the manifestation of several factors, such as motive, influence, dominance, coercion, control, and location. They define power as

> "...an individual's relative capacity to modify other people's states by providing or withholding resources or administering punishment (Resources can be both material (food, money, economic opportunity) or social (knowledge, affection, friendship, decision-making opportunities), and punishments can be both material (job termination, physical harm) or social (verbal abuse, ostracism)" (p.5).

Based on this viewpoint and the earlier introduction to the power distance dimension, it is possible to conclude that an individual's power distance orientation is influenced by their perceived (or actual) dependence on or independence of their surroundings and how that affects their well-being. This is consistent with House et al.'s (2004) contention that the concept of power derives from Abraham Maslow's hierarchy of needs theory. The most common sources of power were originally defined by French and Raven in 1959 and included :

- **Coercive power(formal)** – is associated with threat and is dependent on fear from a less power Individual (I) towards a more powerful Other (O).

- **Reward power (formal)** – is associated with motivation and a dependent promise of reward from a more powerful Other (O) to a less power individual (I).

- **Legitimate power (formal)** – is associated with positional power and is dependent on position in the hierarchy of a more powerful Other (O) to a less power individual (I). Often, this power can exert either coercive and/or reward power.

- **Expert power (informal)** – is associated with skills and depends on technical authority within a specific field.

- **Referent power (informal)** – is associated with personal power and depends on earned respect from the one with less power.

More schools of thought have emanated in theory since the classic French and Raven typology of power (Keltner et al., 2003). The two-factor theory by Herzberg advances that the hygiene aspects of an environment (basic needs) and the motivators (achievements) influence how power is experienced in an environment (Herzberg, 1968). McClelland (1975) offered that for managers, power is based on non-conscious needs that include "a need for affiliation" and a sense of accomplishment (McClelland, 1975). While the emphasis of the French and Raven typology of power has mostly been in relation to the more formal aspects of the power relationship between subjects, the other theories have emphasised the role of other psychological influencers in power. Thus, it can be inferred that an individual's power orientation may stem from either formal or psychological aspects.

Dimensions of power distance

Despite studies dating back to the early 1960s, the breakdown of the power distance dimension of organisational culture to unearth the intricacies that drive its significance in organisations has primarily focused on orientation, i.e., low power distance orientation vs high power distance orientation. This is partly because, as previously stated, the most used models (Hofstede, Globe) always assessed power distance at that level. However, a review of the literature on the concept of power (from which power distance is derived) and the power distance dimension within organisational culture literature reveals underlying dimensions that drive power-oriented behaviours within organisations. As a result, the next section unpacks dimensions that drive power distance orientation on organisations developed from a body of the literature:

- **Leadership obedience** – Leadership has been identified as the cornerstone of driving organisational activities, and its impact on strategy implementation cannot be overstated (Crittenden & Crittenden, 2008; Friesl et al., 2021; Lam & Xu, 2019; Tawse & Tabesh, 2021). There is a substantial body of work highlighting the importance that different forms of leadership (autocratic, persuasive, consultative, or democratic) have on strategy execution (House et al., 2004; Siddique et al., 2020). Employee commitment to organisational activities is shown to increase or decrease depending on the type of leadership. According to Lam and Xu (2019), the type of organisational leadership can promote employee job satisfaction, performance, and overall organisational embeddedness. Furthermore, leadership style influences employee participation and may result in "defensive" or "acquiescent" silence (or withdrawal from participation in organisational activities). From the perspective of the one in less power (I), the type of leadership influences their low or high- power distance orientation and has the potential to have a negative or positive impact on their authentic participation in organisational activities; the converse implies that the employee may be participating from an obedience perspective, thus diminishing the quality of involvement.

- **Power concentration** – The position of power within organisations has been shown to influence not only the level of engagement at various levels but also the agility required to adapt to environmental challenges and galvanise resources into action. The sources of power outlined by French and Raven (1959) are validated by other authors, such as Herzberg (1985) and McClelland (1975). The dominant source of power and the structural make-up of the organisation are the two components that contribute to the power concentration determinant in an organisation (Peiró & Meliá, 2003). Petro and Melia (2003) hypothesised in the development of their bifactorial theory of power that the higher (inversely, the lower the informal) the formal sources of power, the less voluntary participation, and the higher the informal (inversely, the lower the formal) power, the higher the authentic participation (or reciprocity) from the one with less power (I). As a result, informal power tends to strengthen employees' low power distance orientation, resulting in bidirectional participation in organisational activities.

- **Personal influence** – According to Tourish (2005), influence is commonly viewed as something that flows from individuals with power (O) to those without power (I) rather than the other way around. Prior sections have indicated that the most important aspect of power is the ability to exert influence over another.

Central to the concept of power distance is the principle of inequality (House et al., 2004) and how inequality affects the capacity of organisations to execute strategies or execute organisational activities in general. Tourish (2005) emphasises the risk of unidirectional influence within an organisation because of power concentration and the attenuating effect of this on the execution of organisational activities. In addition, Lam and Xu (2019) warn that, if left unchecked, the personal influence of managers (one with power (O)) in strategy execution may result in a power imbalance that eventually encourages disengagement from organisational activities by those with less power (I) and formal influence. As a result, it is evident from studies that bidirectional influence in an organisation strengthens informal relationships, resulting in greater participation in organisational activities.

- **Fear of expression** – Academics have claimed that for strategy execution to be successful, resources from various levels of the organisation must be able to contribute. However, participation suffers when a working environment restricts freedom of expression by erecting barriers that instil fear of expressing oneself (Adams et al., 2020; Arieli et al., 2020). There is a view that a variety of factors can contribute to one with less power (I) being afraid to express their input or opinion. This includes abusive behaviour from superiors (abusive supervision), which can be verbal or instituted through body language; a lack of trust between one with less power (I) and one with power (O); and supervisory interpersonal justice against one with less power (I) by one with power (O) (Lian et al., 2012). Fear of expression, like leadership compliance, leads to either "defensive" or "acquiescent" silence (or departure from organisational activity) (Adams et al., 2020; Arieli et al., 2020; Lam & Xu, 2019). According to Adams et al. (2019), the role of the leader in employee engagement in organisational activities can create an inclusive or discriminatory climate in which silence is preferable to even attempting. According to the power distance orientation, if the atmosphere is not intimidating to one with less power (I), they will withdraw participation; consequently, a good working environment is required to stimulate the expression of one with less power (I), they will withdraw participation, and thus, a positive working environment is needed to encourage expression.

- **Decision-making style** – Decision-making style is defined as: "the learned habitual response pattern exhibited by an individual when confronted with a decision situation. It is not a personality trait, but a habit-based propensity to react in a certain way in a specific decision context (Scott & Bruce, 1995, p. 820)".

Similar to leadership styles, a leader's decision-making style can be autocratic, persuasive, consultative, or democratic. Accordingly, a leader's decision-making style can encourage or discourage participation (Abubakar et al., 2019). Consequently, the power distance orientation of the individual with power (O) influences their decision-making style, either to the advantage or disadvantage of the organisation. A study reviewing the middle-managers influence on organisational performance for a Fortune 500 company revealed that leaders who practice participative (inclusive/democratic) decision-making increase their level of influencing strategy execution outcomes (Ahearne et al., 2014). Thus, depending on the power distance orientation of the individual with less power (O), the decision-making style may encourage or discourage genuine engagement in organisational operations (Palmiero et al., 2020).

- **Downward consultation** – Communication is important in transmitting organisational information to drive participation and create shared value (Tourish, 2005). Organisational communication is categorised based on the intended outcome; this includes categorising communication for information sharing, consultations, and issuing directives (Fielding, 2006; Giri & Pavan Kumar, 2010; Tourish, 2005). Therefore, it is important to understand the difference between communicating for information sharing and as a form of consultation. As per research, consultation is meant to lay a foundation for increased participation and downward consultations, specifically co-opt participation from the one with less power (I) to the one with more power (O) (Fielding, 2006). As illustrated by the study by Tourish (2005), downward consultation has been proven to increase participation significantly. It can thus be deemed one of the critical Powe Distance dimensions that drive upward communication which has been deemed important in measuring voluntary participation from alone with less power (I).

- **Managerial authority and power** – Managerial authority and power is the Power Dimension that is aligned with power concentration, i.e., the manager's (one with power (O)) power distance orientation plays a huge role in how they exert their authority and power over the one with less power (O). House et.al. (2004) posit that managers with low power distance orientation tend to enable greater employee participation than those with high power distance orientation. There is a tightly linked correlation between this dimension of power distance and managerial task delegation wherein a manager may stimulate or stifle employee participation based on how they exercise their power and authority.

- **Employee opinion and acceptance** – Employees thrive in environments where they feel their opinions matter; this is in line with prior theories such as Maslow's hierarchy of needs (Abubakar et al., 2019; Herzberg, 1968; House et al., 2004; Minkov & Hofstede, 2011). Literature in the preceding sections provided insights into the need for voluntary participation in organisational activities, especially strategy execution, due to its relative importance in maintaining competitive advantage. To ensure participation across all levels, the one is less power (I) needs to feel the environment is conducive to their input. This is supported by Tourish (2005) when he argues that organisations where upward communication is a norm, tend to succeed in strategic initiatives as they can harvest knowledge from voluntary participation from all levels, thus encouraging innovation.

- **Informal interactions** – Postmes et.al., (2001) offered that vertical communication has the propensity to determine employee commitment levels built through the level of organisational communication and how that ultimately impacts the effectiveness of the communication in achieving its desired outcomes. Informal interactions are a big derivative of organisational culture as they are informed by informal structures, social practices, and genera rhetoric within the organisation (de Oliveira et al., 2019; Heracleous & Barrett, 2001; Jarzabkowski & Sillince, 2007).

- **Managerial task delegation and disagreements with management decisions** – Managerial task delegation is an important action within the strategy execution process as it informs the allocation of tasks to the best-suited candidate for execution. In this instance, the role of power orientation for the one in power (O) cannot be overstated. Thus, depending on their authority, type of leadership style, and role in organisational politics, a manager's task delegation has the potential to strengthen or weaken the process. According to Jalonen et.al., (2018), strategic sense-making needs to be higher than power orientation when managers undertake task delegation. Strategic sensemaking is defined as "an activity where managers and other organisational members deal with strategic issues to construct a shared understanding of the issues under consideration and the actions taken by the organisation in response" (Maitlis & Christianson, 2014). Within this context, a manager's ability to appreciate the formal and informal nuances of the environment (culture dynamics) is important to drive strategy execution at the right level. The inverse is true for the one in less power (I).

2.2. ORGANISATIONAL COMMUNICATION

Communication is defined as:

> "…effort to disseminate information about the strategy and its implementation (corporate objectives, actions, responsibilities, deadlines, expected goals, results attained and adjustments over time) in order to promote understanding of the content, as well as dialogue and negotiation among the people involved in the implementation of strategy; control and feedback; monitoring of results" de Oliveira et.al., (2019: p.336).

With its ability to bring organisational resources together and inform decision-making, it is a vehicle crucial for attaining organisational objectives (strategic and otherwise). Communication studies have focused on this discipline over decades with clear delineation between internal and external communication. Academics have long explored unidirectional and bi-directional communication within the context of internal and external communication resulting in six (6) main typologies of communication (Fielding, 2006; Sebastião et al., 2017; Tourish, 2005) as outlined below in table 4:

Communication typology	Description
Organisational communication	Refers to the flow of information within an organisation. This can be between organisational employees (internal) or with organisational stakeholders (external). E.g., policy announcements and updates of contracts.
Mass communication	This relates to communication targeted at information dissemination for a larger group (external). E.g., Advertising.
Small group communication	This refers to focused group communication targeted at a specific goal. E.g., Audit Committee
Interpersonal communication	This covers communication between two (2) individuals or one-on-one communication (Internal). E.g., superior and subordinate.
Public communication	This type of communication refers to direct communication with a larger number of public participants (External). E.g., Conference speech.
Intrapersonal communication	This is communication where a person communicates with oneself (internally).

Table 4: Typologies of communication - Adapted from Fielding (2006)

Given the scope and context of this research study, the focus will be on internal communication. The adoption of term organisational communication will henceforth be used throughout this research study and refers to a singular or combination of the following typologies: organisational communication, interpersonal communication, intrapersonal communication, and small group communication.

2.2.1. Role of organisational communication

As a medium to transmit information, organisational communication can either be downward (superior to subordinate), upwards (Subordinate to superior) or lateral (peers, community, stakeholders). Each of these serves a distinct purpose and contributes to the execution of organisational activities. Table 5 below provides a synopsis of the objectives of each type of organisational communication, together with their related attributes. The effectiveness of organisational communication has, over decades, been measured by directionality; however, as work tasks become more complicated, organisational communication gets measured by its ability to facilitate team interactions (Mohanty & Mohanty, 2018).

Features	Lateral Communication	Downward Communication	Upward Communication
Interaction	Between employees on the same level (peer-to-peer)	From higher (superiors) to lower levels (subordinates)	From (lower) to subordinates to higher (superiors)
Type	Collaborative	Directive	Participative
Objective	To facilitate peer conversations, compare notes and take collective decisions.	To disseminate information lower below, communicate decisions, facilitate action, and provide guidance.	To escalate matters, seeks guidance, provide information/feedback, suggest improvements and

Table 5: Communication transmission (Author's own – adapted from literature review)

From the above perspective, one of the key primary communication roles in an organisation is to facilitate information sharing either amongst peers, within the broader organisational stakeholders, with external stakeholders, up or downward between superiors and subordinates. This is aptly illustrated by Postmes et al. (2001, p.231) when they posit that:

. . . employees were strongly committed if they obtained adequate information to perform their task, and this information was presented to them via formal bureaucratic channels rather than informal channels. Interpersonal communication with peers and direct superiors predicted commitment less than communication with more senior management did, and communication with socio-emotional content was less predictive of commitment than formal communication was.

Moreover, prior research proposes that organisational communication is predominantly vertical (formal) or horizontal (informal). Likewise, there is a strong proposition that employees feel valued when strategic information is shared with them through formal channels (vertical) than when information is disseminated via organisational grapevine (informal channels) (Postmes et al., 2001). Evidence from both prior and current research illustrates that organisations that have strong vertical dissemination of information are more inclined to high success in driving organisational change than those that rely heavily on informal channels to disseminate information of strategic nature (Mohanty & Mohanty, 2018; Postmes et al., 2001; Roberts & O'Reilly, 1974; Roberts & O'Reilly III, 1974). Thus, one can postulate that formal organisational interactions provide a sense of importance to employees and consequently drive commitment to the execution of organisational or unit objectives.

2.2.2. Effective of organisational communication Fielding (2006) offers that the effectiveness of organisational communication primarily relies on the interaction between the "interrelated and interdependent" elements within the organisational communication ecosystem, listed as: sender, receiver, message (content), needs, channel, feedback, organisational culture and background, psychological barriers, perceptions, and expected/intended outcomes as depicted below in figure 6.
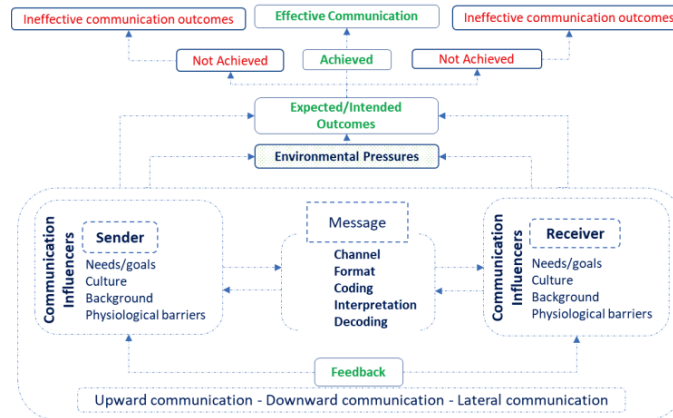
Figure 6: Effective communication ecosystem - Adapted from Fielding (2006)

Additionally, a proposition from behavioural science indicates that other factors that influence the effectiveness of communication and, thus, subsequent behaviour include intrapersonal considerations, personality differences between the resources, sources of information, and the ability of the one communicating to influence the one receiving communication (Kalogiannidis, 2020). The takeaway from the adapted organisational communication effectiveness model resides in the ability for all elements between the sender and the receiver to integrate positively, thus enabling desired outcomes (Tawse & Tabesh, 2021).

2.2.2. Dimensions of organisational communication

Organisational communication does not exist in a vacuum, i.e., communication has no life of its own; what gives it life is the context in which it is necessary (Tawse & Tabesh, 2021). Organisational communication is assessed in this research study context based on its significance in strategy execution and its relationship with the power distance dimension of organisational culture. Weiser et al. (2019) argued that communication is the key to achieving shared understanding in driving strategy execution activities since it allows interactions (formal or informal). They explained that facilitation is applicable at all levels of business and at all communication levels (vertical and horizontal). Postma's et.al. (2001) vertical communication model (Figure 7) outlines the role that communication plays at both organisational (overall organisation) and unit (specific organisation area/business unit) level drive and how that drives a certain level of commitment from employees in execution of organisational objectives.

The communication levels are further broken down into interpersonal and in-group communication (Mohanty & Mohanty, 2018). From this research study perspective, the

levels of communication are important because of their potential influence on the effectiveness of communication; furthermore, the role of social power dynamics on these levels is important to unpack the relationship between communication and power distance. Thus, the adoption of the Postmes et.al., (2001) communication model in determining the interaction of dimensions from the two constructs (power distance and organisational communication) was deemed relevant as it illustrates key elements as extracted from literature (satisfaction, strategic communication, commitment, levels of communication, interactions) as illustrated in fugure 7 below.
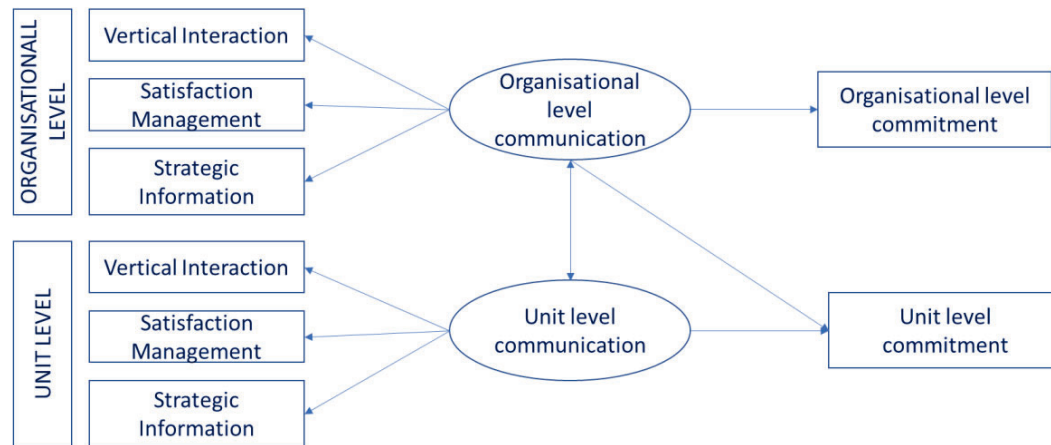
Figure 7: Vertical communication model (Source: Postmes et al., 2001: p.238)

Mantere and Vaara (2008), on the other hand, argue that regardless of communication channels and levels, communication remains a notion without purposeful participation from the intended participants of the communication value chain. As a result, it is critical to determine further the conditions that would reduce or enhance communication participation in the execution of the strategy. A recent study from Kuwaiti's public sector organisations supported the view that communication is a critical component of strategy execution; however, they positioned that the role of communication was severely mediated by the power distance orientation of Interviewees (27), leading to the conclusion that three cultural variables have a direct impact on communication: 1) cultural tension, individual authority, and social networks (Al-Mansour & Obembe, 2020). Prior and recent literature further determining trust, mobility, and influence to significantly impact communication due to their attenuating role in encouraging participation derived directly from experienced emotions in one with less power (I) (Kalogiannidis, 2020; Roberts & O'Reilly III, 1974; Tynan, 2005). Additionally, a review of prior and current literature reveals a plethora of research on organisational communication as a discipline that drives organisational information sharing (Pandey & Garnett, 2006; Sebastião et al.,

2017). However, there is a glaring gap in the body of research on organisational communication revealing divergence in conjectures of the different variables and dimensions of communication. For example, in prior research, Roberts and O'Really (1974, p.321) lamented the lack of "systematic development of instrumentation to measure communication variables in the organisation". Recently, Sebastião et.al. (2017) asserted that despite organisational communication being deemed an important tool in driving organisational strategy execution activities and "*co-creational approaches*" amongst organisational resources across all levels, more work is still required in studying standardised models of organisational communication. However, even with disparate and divergent variables of organisational communication dimensions literature, there have been attempts to define these dimensions from a combination of literary factors, as presented in table 6. The next section will discuss organisational communication dimensions linked to facilitating how information flows within organisations and its related effectiveness. The dimensions were drawn from literature and categorised as follows:

Influencing factor	Organisational communication dimension	Literature
Frequently discussed in organisational communication and strategy execution literature	• Directionality of information flow • Accuracy and distortion of information • Modalities used to transmit information • Gatekeeping of information	(Fielding, 2006; Jarzabkowski & Sillince, 2007; Mohanty & Mohanty, 2018; Roberts & O'Reilly, 1974; Tourish, 2005; Tynan, 2005)
Informed by behavioural organisation and interpersonal variables	• Overload • Satisfaction • Desire to interact with others	(Jarzabkowski & Sillince, 2007; Mohanty & Mohanty, 2018; Roberts & O'Reilly, 1974; Tynan, 2005)
Non-communication variables influencing organisational communication	• Trust in superiors • Perceived influence of superiors • Mobility aspirations of respondent	(Mohanty & Mohanty, 2018; Roberts & O'Reilly, 1974; Tynan, 2005)

Table 6: Communication dimensions sources (Source: Adapted from various sources)

- **Directionality of information flow** – Communication can flow vertically or horizontally. There is upward and downward communication within vertical communication, signalling the actors within that communication continuum. The directionality of communication has been studied for decades with a specific focus on lateral (peer-to-peer) and downward (superior to subordinate) (Chang et al., 2014; Fielding, 2006; Goris et al., 2002). There has, however, been an increase in research that aims to illustrate the role that upward communication also plays, especially within the strategic management discipline. According to Tourish (2005), upward communication can provide a reliable litmus test of the power dynamics within an organisation. They argue that upward communication represents voluntary feedback from the one with less power (I). Communication within the strategy execution discipline aims at driving shared understanding and encouraging participation. It is thus important to not only focus on the lateral and downward communication in strategy execution but to appreciate the power distance orientation within the organisation in facilitating feedback from the bottom.

- **Accuracy and satisfaction with information** – In the end, the integrity of the information transmitted, the process followed in communicating, and the modalities used to communicate all reflect the level of accuracy and influence the recipient's level of satisfaction. According to Tourish (2005), an informal system will affect the accuracy of the information, whether it is genuine or perceived. For instance, the research demonstrates how feedback distortion can play a part in the formation of a narrative, suggesting that the communication that has been shared is inaccurate, which in turn affects the feedback loop, which is one of the most important components of efficient communication (Jarzabkowski & Sillince, 2007; Mohanty & Mohanty, 2018; Roberts & O'Reilly, 1974; Tynan, 2005). This is in line with Weiser et.al., (2020) asserting that for an integrated approach to work in strategy execution, the feedback loop is important; within the feedback loop, the accuracy of information is further tested. Therefore, we postulate that communication within the strategy execution perspective depends on the accuracy of the information, which, as the literature illustrated, can be gleaned from the feedback loop, which also measures satisfaction with the communication.

- **Modalities used to transmit information** – The development of technology has resulted in a dramatic expansion of the available channels for communication. This gives organisations more possibilities to choose a communication channel

suitable to the organization's culture and in line with the organization's values. Voice, in-person, written, and internet (virtual) communication are all considered communication modalities (Fielding, 2006).

- **Load of information** – Communication load implies the over or under-sharing of intended information to a set of audiences (Goris et al., 2002). Fielding (2006) posits that communication is deemed effective provided it passes the litmus test of it being for the right audience, at the right time, through the appropriate channel, and done within a relevant context. Information overload or communication overload leads to apathy, whereas underload leads to mistrust (Jarzabkowski & Sillince, 2007; Lam & Xu, 2019; Tynan, 2005)

- **Trust, gatekeeping, perceived influence of superiors, and mobility aspirations of respondent, and desire to interact with others** – The level of trust and influence in organisations is determined by the openness of relationships between diverse role actors (at either formal or informal levels). This stems from interpersonal interactions, and as House et al., (2004) argue, trust and influence play an important role in organisational politics and group dynamics. Gatekeeping is one of the variables that have long been identified as influencing the trust relationship in organisational communication (Roberts & O'Reilly III, 1974). Gatekeeping is exercised in a low-trust relationship where one with power (O) withholds information or access to resources for the one without power (I). A study of measuring communication effectiveness in the public sector found that organisational culture within organisations determined communication effectiveness; specifically, they indicated the corrosion of trust and morale due to leader credibility, hierarchical structure, and organisational culture (Pandey & Garnett, 2006). Thus, it can be argued that managers with high power distance orientation are likely to practice gatekeeping and impact the openness of interactions within organisations.

2.3. STRATEGY EXECUTION

The power distance orientation of organisational resources has been demonstrated to affect the execution of organisational activities due to how subtly it is interwoven into various organisational processes and structures. As illustrated in section 2.1. above, at a strategy execution level, it is perceived that the nuances of power distance orientation impact employee commitment to information sharing, task execution, management decision-making, employee participation, and managerial task delegations, amongst

other things. With many scholars apportion the failure of strategy execution in producing desired outcomes to top-down leadership, a lack of clarity in strategy, competing priorities, employee commitment, poor information cascading, inconsistency in task execution, misalignment to organisational culture, and a paucity in middle management expertise; it is evident that the role of power distance dimension within strategy execution cannot be ignored (Crittenden & Crittenden, 2008; de Oliveira et al., 2019; Friesl et al., 2021; Hart Liddell, 1967; Tawse & Tabesh, 2021).

Within the strategic management literature, strategy implementation and strategy execution are used interchangeably – this research study has adopted the use of strategy execution instead. To determine the extent to which the power distance dimension impacts strategy execution outcomes, it is important first to unpack the theoretical aspects of strategy execution. Despite its alluded contribution to sustaining organisational competitive advantage, many scholars argue that strategy execution fails to produce the desired outcomes for many reasons, as outlined in the section above. Li et al. (2021: p. 167) claim that the deficit in strategy execution outcomes can be attributed to the fact that strategy execution "lends itself to a plurality of theoretical views," with no cohesive approach driving its efficacy measurement. Similarly, there is a corpus of literature in strategic management research that highlights the fact that consolidated theoretical understanding of the strategy execution construct continues to be a challenge in contrast to its peer construct, strategy formulation (Ahearne et al., 2014; Cândido & Santos, 2015; Crittenden & Crittenden, 2008; de Oliveira et al., 2019; Tawse & Tabesh, 2021; Weiser et al., 2020).

2.3.1. Strategy execution definitions

The gap in strategy execution literature extended to the adoption of formal definitions from a theoretical perspective. In an attempt to close the alluded heterogeneity of theoretical approaches to the strategy execution gap, de Oliveira's et.al. (2019) reviewed definitions of strategy execution (table 7) and postulated an extended definition of strategy execution as "…the process, and related procedures, of (i) informing and of being informed by managers and employees about company challenges as well as of (ii) translating the strategic plan (either explicitly stated or else just assumed by top-level managers) into specific actions and (iii) establishing consistency among distributed company efforts and among respective resource-allocation decisions, in search of coherent movement for alignment between organisational effort and strategic intention in pursuit of corporate objectives (p.341)". This definition

Definition	Reference
"Turning drawing-board strategy into marketplace reality"	Bonoma (1984: 69)
"a process by which large, complex, and potentially unmanageable strategic problems are factored into progressively smaller, less complex, and hence more manageable proportions"	Hrebiniak and Joyce (1984: 90)
"Implementation is a series of interventions concerning organizational structures, key personnel actions, and control systems designed to control performance with respect to desired ends"	Hrebiniak and Joyce (1984: 90)
] "Implementation is a series of steps taken by responsible organizational agents in planned change to elicit compliance needed to install changes"	Nutt (1986: 230)
"Implementation is a procedure directed by a manager to install planned change in an organization"	Nutt (1986: 233)
"Implementation of strategy comprises a series of sub-activities that are primarily administrative"	Andrews (1980: 40)
"Acting on what has to be done internally to put the chosen strategy into place and to actually achieve the targeted results"	Thompson and Strickland III (1989)
"Translating strategic thought into organizational action"	Pearce II and Robinson (1991): 297)
"The managerial interventions that align organizational action with strategic intention"	Floyd and Wooldridge (1992)
"a series of interventions concerning organizational structures, key personnel actions, and control systems designed to control performance with respect to desired ends."	Floyd and Wooldridge (1992: 155)
"The process by which strategies and policies are put into action through the development of programs, budgets, and procedures".	Wheelen and Hunger (1992)
"Operationalisation of a clearly articulated strategic plan"	Noble (1999: 119)
"The communication, interpretation, adoption, and enactment of strategic plans"	Noble (1999: 120)
"The successful implementation of strategic decisions"	Flood et al. (2000: 2)
"Putting the formulated strategy to work"	Heide et al. (2002: 217)
"The execution phase forces you to translate your broad-brush conceptual understanding of your company's strategy into an intimate familiarity with how it will all happen: who will take on which tasks in what sequence, how long those tasks will take, how much they'll cost, and how they'll affect subsequent activities"	Raffoni (2003: 1)
"All the processes and outcomes which accrue to a strategic decision once authorization has been given to go ahead and put the decision into practice"	Miller et al. (2004: 203)

Definition	Reference
"The sum total of the activities and choices required for the execution of a strategic plan"	Wheelen and Hunger (2004: 192)
"The third step [towards effective strategy] is the design of a configuration of actions and resource allocations that implement the chosen guiding policy"	Rumelt (2011: 61)
"a disciplined process or a logical set of connected activities that enables an organization to take a strategy and make it work"	Hrebiniak, (2013: 6)

Table 7: Strategy definitions literary review (Source: de Oliveira et al., 2019: p335)

2.3.2. Strategy execution dimensions

While it is acknowledged that widely used approaches to strategy execution, such as the resource-based approach, process-based view, and managerial-action approach, all play a significant role, scholars have continued to investigate strategy execution resources through integrated lenses (Friesl et al., 2021). This pursuit is part of an effort to transition away from viewing the execution of strategy as an event based on planned actions and more toward viewing it as a discipline with integrated elements ingrained within the organisation's operations (Zheng et al., 2010).

Likewise, the work of Weiser et.al., (2020) is an illustration of this paradigm shift in the strategy execution body of knowledge as it proposes an approach that is premised on the integrated role that various dimensions play in achieving intended strategy execution outcomes that include: power, organisational politics, interactions (vertical, and horizontal), structural controls, social practices, discourse, rhetoric, and coordination. The integrated view approach (adaptive turn) to strategy execution was derived from an extensive literature review (articles published between 1980 and 2020) of ten (10) top academic journals specialising in strategy execution and further integration of multiple theories (contingency theory, agency theory, organisational controls theory, expectancy theory of motivation, attention-based view theory, evolutionary theory, social identity theory and psychological theories).

The findings of this study demonstrate a strategic interplay between bottom-up (upward), top-down (downward) and vertical interactions within strategy execution while magnifying the crucial role of intrapersonal social networks in driving intended outcomes from these strategic interactions.

Noting the need to understand interactions between power distance dimension, organisational communication and strategy execution, the adaptive turn model is deemed the most appropriate to be utilised in illustrating the relationship between the

three constructs, thus, relevant for achieving objective 1 of this research study. This assertion is owing to the inherent characteristics and literature base of the identified strategy execution dimensions by Weiser et.al., (2020), listed and discussed below:

- **Power and organisational politics** – Derived from organisational power and political theories, the role of power and organisational politics within strategy execution is implanted in how various "actors" exercise their authority over the other, in this instance, a sub-ordinate superior interaction. According to Weiser et.al, (2020), this exercise of power from the superior results in resistance from the subordinates as a form of retaliation to the exerted power. Similarly, House et.al, (2004) posit that the negative exercise of power hurts the strategy execution process, while a positive power distribution. Thus, power within the strategy execution context can encourage or discourage participation. This links back to power distance orientation, meaning linking how power drives participation in the manager's political actions and high-power distance orientation (Lam & Xu, 2019; Lian et al., 2012). Conversely, managers who do not thrive on organisational politics and have a low power distance orientation will encourage participation (Friesl et al., 2021). Thus, organisational politics

- **Structural controls** and **Interactions (vertical and horizontal)** – Interactions (relying heavily on organisational structural controls) within the strategy execution process will be driven through communication, which can either be vertical or horizontal. Whilst communication is always aimed to be succinctly transmitted, Weiser et.al., (2020) argue that effective communication in strategy execution is "explicit" and deliberate. Furthermore, the type of organisational structure (flat, hierarchical) influences how strategy is communicated and ultimately directly affects the outcomes. It is widely accepted that effective organisational communication in driving strategy execution is typically measured by its relative ability to drive the dissemination of strategy information among organisational resources. As de Oliveira's et.al. (2019) propose, actions that include the correct choice of a communication channel, level of engagement across multiple levels in the organisation (top-down, bottom-up and lateral), and level of information sharing (depth of content) result in shared understanding and commitment. However, researchers have issued a caution on the biased focus on vertical (formal) organisational communication as a driver of information sharing in the strategy execution process compared to horizontal communication (informal). As

Postmes et.al. (2001) posit, this is interwoven to the fabric of organisational culture and fuelled by the power distance orientation.

- **Social practices and Coordination** – Coordination is defined as "…integrated effort of senior and middle-level management in order to mobilize employees and have appointed leaders conduct the implementation of the strategy, intending to promote understanding, commitment, constructive conflict resolution and cooperation, to achieve the defined strategy purposes" (de Oliveira et.al., 2019: p.336). A study by Ahearne et.al., (2014) revealed that social practices within an organisation have an upward or downward influence on the execution of strategy. They posit that this is done through creating intraorganisational social networks that drive organisational behaviour and have the potential to be social networks that are crucial in embedding social practices within the organisation. For example, Within an integrated strategy execution approach, coordination is the centre that holds everything together (Tawse & Tabesh, 2021). However, coordination can be weakened or strengthened by the actions within the informal spheres of the strategy execution process. As Okhuysen and Becky posit, effective coordination will always exhibit three (3) components: 1) accountability, 2) predictability, and 3) common understanding. As previously determined by Zheng et.al., (2010) and recently by Weiser et.al., (2020), social practices are embedded within the sense-making process, and consequently, healthy cultivation of this significantly increased both adaptability and participation in strategy execution activities.

- **Rhetoric and discourse** – Rhetoric and discourse are almost submerged dimensions that inaudibly drive strategy execution behaviours in an organisation (Heracleous & Barrett, 2001). "Rhetoric" involves normalised language and narratives that become the informal guiding compass within certain groups in the organisation, while "discourse" refers to embedded messages (e.g., strategic communication messages) driven through various communication channels (Heracleous & Barrett, 2001; Jarzabkowski & Sillince, 2007; Mantere & Vaara, 2008). A study for the insurance market in London illustrated the extent to which the underlying organisational rhetoric and discourse create a disjuncture between surface-level communication(formal) and resource interaction within informal, structured organisations. Mantere and Vaara (2008) conclude that rhetoric and discourse drive in-group emotions and interpretations, thus impacting the ability

of the group or individual to participate in strategic activities authentically. Strongly linked to power distance orientation, there is suggested evidence that rhetoric and discourse attenuate communication and impact resource participation.

2.4. CONSTRUCT INTERACTION – STRATEGY EXECUTION, POWER DISTANCE AND ORGANISATIONAL COMMUNICATION

This study adopted the Weiser et.al., (2020) integrated strategy execution approach (adaptive turn) to determine the interplay between the power distance dimension, organisational communication and their combined relationship to strategy execution and its subsequent outcomes. From the reviewed literature, there was empirical evidence illustrating how power distance orientation embeds itself in structures, processes, and ultimately the behaviour of one without power(I) and one with power (O). The cascading effect of power distance orientation on both strategy execution and communication is illustrated in figure 8, wherein the integrated approach is delineated to illustrate where the "marriage relationship" occurs (Execution plan, framing execution, interaction, and executing strategy components) based on dimension interaction as discussed in section 2.3.2. above.
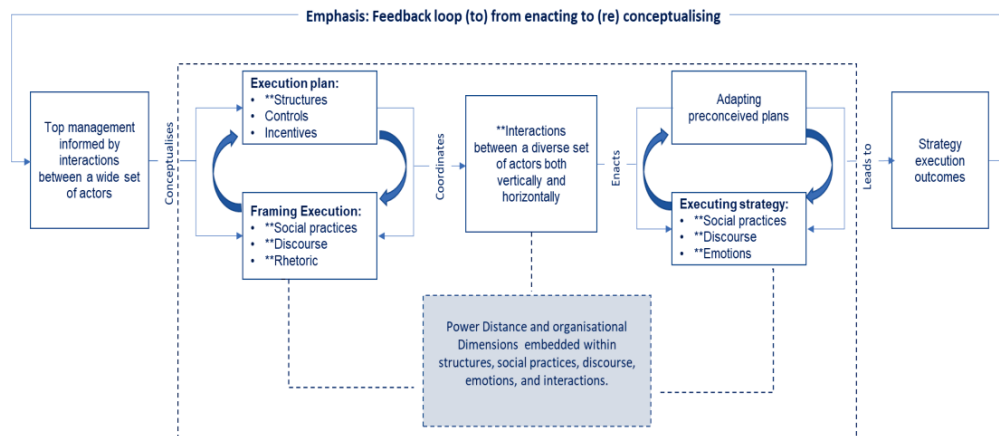
Figure 8: Integrated approach to strategy execution (Adapted from Weiser et.al., 2020)

2.5. LITERATURE REVIEW CONCLUSION

This chapter has presented a literature review and synthesised the body of work from current and past studies on strategy execution, the power distance dimension of organisational culture, and effective organisational communication. The focus of strategy execution was on how the respective two constructs at a dimension level influenced its

outcomes, thus specifically focusing on the power distance of organisational culture. Literature indicated that, while a relationship had been established between strategy execution outcomes and the two constructs, there was still a prevailing need for greater research on power distance and its impact on organisational communication at the construct level.

CHAPTER 3: RESEARCH MODEL AND HYPOTHESES

The abundance of research presented in chapter 2 suggested that there may be an influence relationship between the respective constructs (organisational culture and organisation communication) and strategy execution. This relationship was validated. Despite this, previous research has shown some relationship between the two constructs. As a result, the primary objective of this research study was to examine the nature of this relationship between the respective constructs' dimensions (namely, the power distance dimension of organisational culture and the effective organisational communication dimensions). Additionally, it assesses the degree to which the interaction between the dimensions produces either positive or negative outcomes.

A positive or negative correlation of the assessment's construct dimensions (for power distance and organisational communication) will determine how the two constructs interact and how that interaction influences strategy execution. This can be deduced from the literature findings in chapter 2, which confirm the influence of organisational strategy (power distance) and organisational communication on strategy execution. Therefore, the strategy execution construct will not explicitly form part of the hypothesis testing; rather, it will consume the outcomes based on a literature review outcome confirming that power distance and organisational communication construct, respectively, have a relationship with strategy execution. To this end, this research study aims to test the 2 outlined hypotheses illustrated in figure 9 below.

- **H1(a):** Power distance (PD) dimension of organisational culture strengthens the effectiveness of organisational communication.
- **H1(b):** Power distance dimension of organisational culture attenuates effectiveness of organisational communication.

Figure 11 below illustrates the hypothesises for this research study.
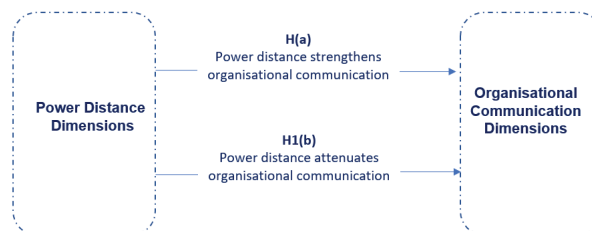
Figure 9: Research study hypotheses (Author's own)

This chapter's objective is to provide an overview of the research methodology and research process design. The objective of this research study is to get a deep understanding of the power distance dimension of organisational culture in effective organisational communication. Based on the need to test the relationship between constructs (power distance, organisational communication and strategy execution), a quantitative method was selected for this research study with a critical realism approach (Buglear, 2007; Zikmund et al., 2013). This chapter will further outline the research setting, population, and sample, as well as the methods and tools used to collect and analyse data, outline any ethical considerations, and discuss any limits that may apply to the research study.

4.1. RESEARCH METHODOLOGY, DESIGN, AND APPROACH

According to Bell and Waters (2018), the first step in defining any research study is to choose a research paradigm. This preliminary stage of study can be approached from one of three perspectives: (1) positivism, (2) interpretivism, or (3) pragmatism. While qualitative and quantitative research procedures are distinct, an interpretivism philosophy is commonly connected with qualitative research, whereas positivism is associated with quantitative research (Saunders et al., 2012). According to Mackenzie and Knipe (2006), the ideal method for the research approach should be guided by the research paradigm, problem, and objectives.

Many researchers agree on a methodical approach to selecting the optimum method and design to meet the research study objectives (Bell & Waters, 2018; Buglear, 2007; Zikmund et al., 2013). Saunders et al. (2012), for example, established the research onion tool to streamline the research design process, which comprises six distinct layers that assure research design alignment to objectives (research philosophy, approach to theory development, methodological choice, strategy, time horizons, and techniques and procedures) as depicted in figure 10 below.
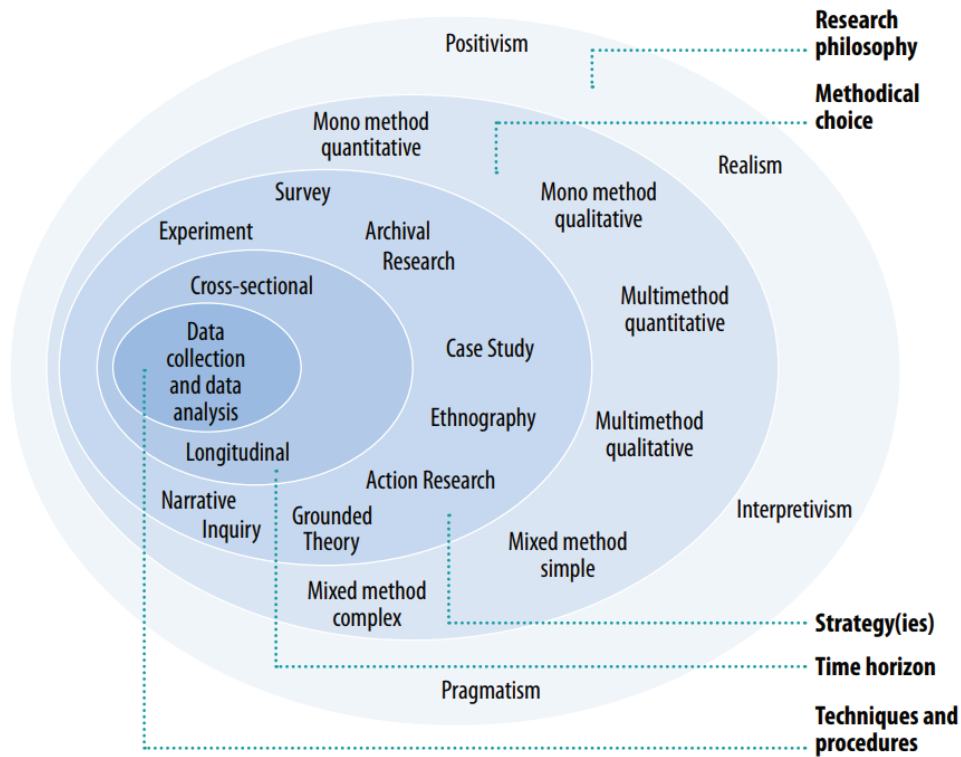
Figure 10: Research onion (Source: Saunders et.al. 2012.)

Considering the objective of this study, which was to determine the role that power distance dimension plays in effective organisational communication, the research onion developed by Saunders et al., (2012) was used to present the methodology, design, and approach of this study as outlined in table 8 below.

Research Onion Component	Research study choices	Research study choice rationale	Supporting Literature
Research Philosophy	Critical realism	The choice of critical realism approach for this research study was further informed by the research topic, desired outcomes, and the need to draw conclusions from set patters and perception analysis. Additionally, the need to determine a relationship between power distance and organisational communication informed the critical realism philosophy choice.	(Bell & Waters, 2018; Saunders et al., 2012)

Research Onion Component	Research study choices	Research study choice rationale	Supporting Literature
Approach to theory development	Deduction	The deductive approach was informed by the need to review existing literature to understand the theory behind the four constructs and deduce hypothesis to test the relationship between them.	(Bell & Waters, 2018; Saunders et al., 2012)
Methodological choice	Quantitative methodology (Mono method)	Quantitative methodology or mono method, was more appropriate for this research study as the data to be collected will mostly be in numerical and will require to evaluation methods to be employed to analyse the data.	(Bell & Waters, 2018; Mackenzie & Knipe, 2006; Saunders & Lewis, 2012)
Strategy **(Data collection)**	Survey	The choice of the survey instrument was based on the ethical considerations to maintain anonymity for the respondents, and the advantage of using standardised questions across all respondents. This was done to increase the reach and consequently sample size to increase research study credibility. Survey was be distributed using Google forms via a hyperlink via mobile channels such as WhatsApp, emails, social media sites (LinkedIn) and so forth. The online survey method was deemed reliable in that data collected was immediately stored in an online storage (excel sheet) that is secured.	(Bell & Waters, 2018; Saunders & Lewis, 2012)
Time horizons	Cross-sectional	Due to the defined time-period of the research study process, the cross-sectional approach was best suited as it allowed for collection and analysis of data at a point-in-time. Thus, suitable for shorter period studies as opposed to longitudinal, which would be more suitable for a longer-range research study such as a PhD.	(Bell & Waters, 2018; Saunders et al., 2012)
Techniques and procedures	Data analysis	Data analysis was done using the FactoMineR in R software (version 4.00; www.R-project.org) for non-numerical data analysis. The intention was to	(Bell & Waters, 2018; Saunders et al., 2012;

Research Onion Component	Research study choices	Research study choice rationale	Supporting Literature
		use the assess the data using factor analysis to enable determination of a relationship between the constructs at a dimension level. Cronbach's coefficient alpha will be used to further test the reliability of the data collected.	Team, 2013)

Table 8: Research study methodology and design (Adapted research onion approach (Source: Saunders et.al. 2012)

4.2. RESEARCH SETTING

4.2.1. Research population

Several different considerations, including sample representativeness, access to respondents, data collection method, time constraints, ethical issues, and the potential impact that non-respondents may have on the results, amongst others, need to go into the process of selecting the research target population (Bastos, 2016; Casteel & Bridier, 2021). Using Casteel and Bridier (2021) boundaries of population interest model, the research study population boundary considerations are presented in figure 11 below:
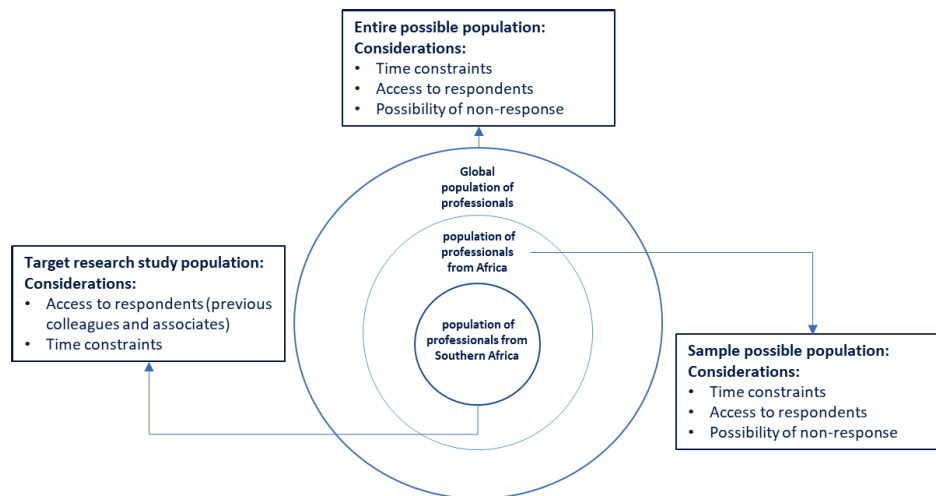
Figure 11: Research study population boundaries (Authors own, adapted from Casteel & Bridier (2021))

This research study's setting and the population were restricted to working professional respondents from Southern Africa. The following factors influenced the population and setting selection:

- Due to the time horizon specified in table 6, the author believed a localised population would bear more results than attempting to open the research beyond the Southern African region.

- Access to respondents - The research study was based on convenience sampling, wherein the author relied on responses from past colleagues and associates based on 20 years of experience spanning several industries and organisations. Even with survey distribution via social media platforms such as LinkedIn, the level of response for non-network respondents linked to the author cannot be guaranteed. Noting the assertion by House et al. (2004) on the role of national culture on organisational culture, this research study was limited to respondents from Southern Africa. This is also because within Southern Africa, multiple nuances of sub-cultures influence employee behaviour as part of their societal norms. For example, depending on the ethnic origin in South Africa, some female employees will likely have a high power orientation over their male counterparts based on the deep-rooted culture within their clans biased towards women being the weaker gender (Afọlayan & Afolayan, 2004). However, a study on culture, governance, and economic performance in Africa, confirmed that even with sub-cultures across the various communities in South Africa, at an organisational level, the organisational culture inherits the common national traits of society (Noorderhaven & Tidjani, 2001). To this end, the limitation of the study to Southern Africa enabled the measurement of cultural dimensions within a set of societal and cultural beliefs, thus reducing the complexity of cross-cultural analysis across different countries.

The research population was chosen because there was a need to understand how organisational culture's power distance dimension impacts organisational communication's effectiveness. This was to determine whether there is an organisational communication dimension (Trust, Influence, Mobility, Desire for interaction, Directionality -upwards, Directionality – downward, Directionality – lateral, Accuracy, Summarisation, Gatekeeping, Overload, Satisfaction, Modalities (Written, face-to-face, telephone, other)) that is more impacted by power distance dimension of organisational culture. Consequently, how that impact affects the effectiveness of organisational communication. The literature review revealed the significance of developing shared understanding and vision through effective communication. Furthermore, there is strong evidence from the literature of an interplay between power distance and organisational communication effectiveness (Clugston et al., 2000; de Oliveira et al., 2019; House et

al., 2004; Roberts & O'Reilly, 1974; Sebastião et al., 2017). From this perspective, the criteria utilised to choose respondents were:

- Employees in a professional working environment in Southern Africa, either in the corporate or public sectors. The employee must have at least two (2) years of experience.
- Respondents ranged in experience from entry-level professionals to experts, non-managers, junior managers, senior managers, and executives.

4.2.2. Research measurement instrument

The ethical clearance process requires that respondents consent to any data collection method. A consent letter (Annexure B) for this research study was issued with the instrument of choice, as already stated in table 6, which is a survey (Annexure C). The survey was divided into three sections with 37 questions, outlined in the table below.

- The first section was demographics information (with eight questions) used as control mechanism and designed by the author.
- The second section was based on the organisational culture dimension of power distance and was measured using two (2) scales:
  - Questions 9 to 15 used the **Hofstede IBM survey as expanded by the GLOBE project (House et al., 2004; Minkov & Blagoev, 2012)** –The power distance Cronbach alpha for the scale was determined to be 0.80 (House et al., 2004; Minkov & Blagoev, 2012). Questions 9 to 12 utilised a 7-point Linkert scale, whilst question 13 utilised a 5-point Linkert scale, and questions 14 to 15 utilised a 4-point Linkert scale
  - Questions 16 to 21 used **Dorfman and Howell's (1988) cultural scales (Clugston et al., 2000)** with a Cronbach reliability alpha of 0.70. Questions 16 to 21 utilised a 5 -point Linkert scale,
- The third section measured organisational communication using a 12-item **"Organisational Communication Scale" developed by Roberts & O'Reilly (1974).** The scale measured organisational communication, namely 1) trust, 2) influence, 3) mobility, 4) desire for interaction, 5) directionality -upward, 6) directionality – downward, 7) directionality - lateral, 8) accuracy of the information, 9) summarisation, 10) gatekeeping, 11) overload, 12) satisfaction, and 13) modalities – (which include written, face-to-face, telephone and other). All items were scored on a 7-point Linkert scale, except for items 5,6 and 7 – which utilised a 10-point Linkert scale. The reliability of each dimension was measured using

the below Cronbach alpha (Roberts & O'Reilly, 1974) as illustrated in figure 12.

Index	Cronbach alpha		
	Median	Maximum	Minimum
		---	--
1. Trust	.68	,86	,62
2. Influence	.69	.77	.53
3. Mobility	.82	.92	.74
4. Desire for interaction	.68	.74	.29
5. Directionality-upward	,65	.76	.21
6. Directionality-downward	.84	.88	.41
7. Directionality-lateral	.71	.77	.41
8. Accuracy	.62	.71	.37
9. Summarization	.73	.88	.16
10. Gatekeeping	.53	.64	.16

Figure 12: Organisational communication Cronbach alpha - Source: Roberts & O'Reilly, (1974)

The survey design is summarised below in table 9:

Survey section	Associated Construct	Number of items	Literature reference
1	Demographics	8	Author's own
2	Power Distance	13	(Clugston et al., 2000; House et al., 2004; Minkov & Blagoev, 2012)
3	Organisational Communication	16	(Roberts & O'Reilly, 1974)
Total Questions		**37**	

Table 9: Survey design

The section on the review of the relevant literature presented an in-depth analysis of the various models for analysing the organisational culture dimension of power distance and

dimensions of organisational communication. The choice for measuring only the power distance dimension of organisational culture is due to its perceived impact on organisational communication, albeit the scant research (Clugston et al., 2000; House et al., 2004; Minkov & Blagoev, 2012; Roberts & O'Reilly, 1974; Sebastião et al., 2017). The selected construct dimensions in the scope of this research study that was tested in the survey are outlined below in table 10:

Construct	Dimensions	Literature
Organisational culture	Power distance dimension	(Ahmed & Shafiq, 2014; Cacciattolo, 2014; Carl et al., 2004; Clugston et al., 2000; Culpepper & Watts, 1999; Flint, 2000; Hogan & Coote, 2014; House et al., 2004; Jahoda, 2012; Pundt et al., 2006; Rosenthal & Masarech, 2003)
Organisational communication	Trust, influence, mobility, desire for interaction, directionality -upward, directionality-downward, directionality -lateral, Accuracy, Summarisation, gatekeeping, overload, satisfaction, modalities (written, face-to-face, telephone, other) dimensions	(Krywalski Santiago, 2020; Roberts & O'Reilly, 1974; Sebastião et al., 2017; Wilson, 2001)

Table 10:In-scope research study dimensions

4.2.3. Survey pre-testing

Data collection only commenced on 20 September 2022 when ethical clearance was granted to the researcher by the Gordon Institute of Business Science (GIBS) Ethics Committee (Annexure A). Before a survey can be sent to the respondents, it is recommended that pre-testing be done on a smaller sample to test the usability and logic of the survey (Zikmund et al., 2013). This was done on ten (10) potential respondents from the researcher's close network to enable speedy response. Feedback granted was incorporated, and survey was updated before distribution. During pre-testing, the following areas of the research were updated as follows:

- Question 8 (How many employees report to you?) was made non-mandatory as not all respondents would have direct reports as required in question 7 (Do you have employees reporting to you?)

- Questions 23.3 changed from telephone to voice
- Question 23.4. changed from other to online channels

Once the survey was retested, the data was discarded, and a new link was officially sent out to all potential respondents for completion.

4.2.4. Research sampling and process

The research question to be answered is - **Does power distance dimension of culture affect the effectiveness of organisational communication? –** Non-probability sampling with a purposive sampling technique was selected as the most probable method for this research study due to the random selection of the respondent population. This is in line with scholarly recommendations that emphasise the need to intentionally select the population to ensure alignment with the research questions (Bell & Waters, 2018). In this case, the respondents were chosen based on their exposure to the two research constructs (power distance dimension and organisational communication). Based on this criterion, the research study survey population will be professionals working in corporate or public sector organisations – regardless of their level.

The use of surveys to collect data necessitates several factors, all of which raise the accuracy level of the data. Quantitative research needs a larger population size and an acceptable margin of error of 5%, based on a confidence level of 95% in the reliability of the survey results (Bell & Waters, 2018; Saunders et al., 2007, 2009; Taherdoost, 2017). Because of this, the researcher was confident that the research population would be able to give accurate and reliable data that could be used to test the hypotheses set out in chapter 3 of this research study. There is a need to collect information from a larger population to minimize sampling errors or biases (Bell & Waters, 2018; Saunders et al., 2007; Taherdoost, 2017). The research reached 225 respondents by the close of the survey date.

To aim for maximum reach, the survey was distributed via multiple social media channels (WhatsApp, Email, Twitter, and LinkedIn) to reach the desired population. As evident in the data collection process outlined in figure 14 below, there was a strong reliance on respondents resharing the survey to enable greater reach. As this was based on convenient sampling, where data collection is targeted first at a population that is known to the researcher (family, friends, colleagues etc.), the survey was first sent to a population known to the researcher and through the request for sharing, expanded beyond their known networks. The process was reiterative as the survey was resent

multiple times in the same channels to encourage more responses.
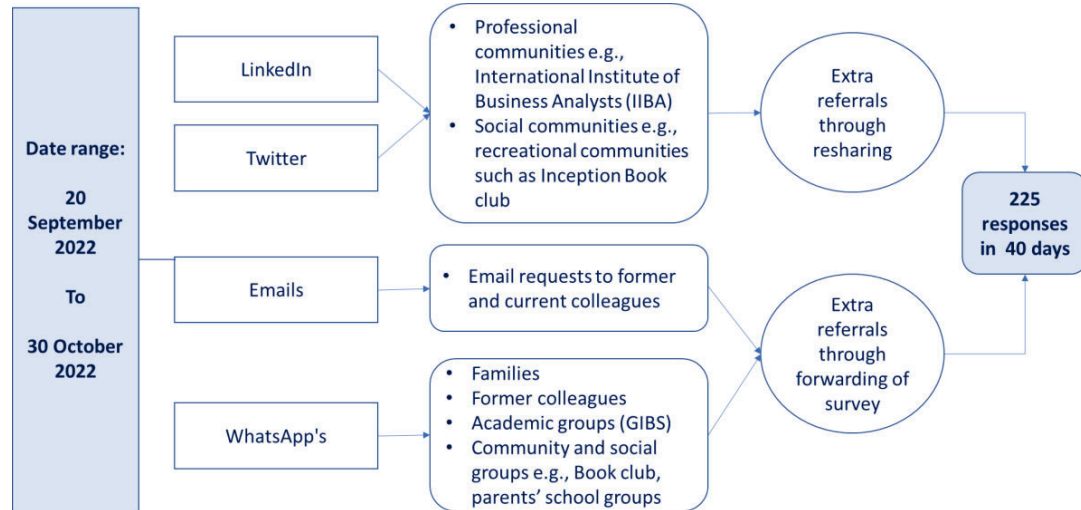
Figure 13*: Data collection process (Author's own)*

4.3. DATA MANAGEMENT

This section presents how data was handles to maintain integrity.

4.3.1. Data Storage

As previously stated, data was collected using an online survey via Google forms using the GIBS email and did not contain any personal identifiers. To increase integrity and avoid unauthorised access, the laptop used to access the data was a personal rather than a company laptop. Data was captured and saved onto an external hard drive, securely housed in a personal safe to which only the author has access. All of this was done to protect the integrity of the data, keep it safe, and assure anonymity throughout the research study process.

4.3.2. Data editing and preparation

The gathering of data is required before hypotheses can be tested but making sense of the information obtained from that data is what ultimately determines whether it has any value. During the data collection phase, the researchers gathered demographic data (e.g., gender (male or female)) and numerical information (Saunders & Lewis, 2012). A coding and editing process had to be undertaken on the data before it could be analysed, as the study's findings could not be interpreted until this was done. Because of this, the study's results can be understood more precisely (Buglear, 2007).

Data was first downloaded from Google forms into a Microsoft Excel sheet for ease of use. A manual verification exercise was conducted by comparing the downloaded data to the data that was collected using Google Forms as a part of the process of ensuring that there were no capturing mistakes made while the data was being transferred. No response was excluded, thus confirming the final sample for the research study to be 225. After the data integrity was confirmed, the data in Excel was altered in accordance with the R software coding requirements; specifically, any string data was converted to a reciprocating number value to be able to load the data in the coding software. For example, figure 15 below illustrates how data conversion was done using question 14:

Question 14: How frequently, in your experience, are employees afraid to express disagreement with their managers?

| 1 | 2 | 3 | 4 | 5 |
| Very Seldom | Seldom | Neutral | Frequently | Very Frequently |

This was converted into numeric as follows:

Convert	=
Very seldom	1
Seldom	2
Neutral	3
Frequently	4
Very frequently	5

If the respondent selected Seldom, then the answer was recorded as 2 in the final Excel that was loaded into R software.

Figure 14: Data conversion (Author's own)

This was done to ensure that the data was accurate. Statistical analysis would not have been possible without this step; hence its significance cannot be overstated (Buglear, 2007; Saunders et al., 2009). After the data had been coded, a common challenge for survey research is the presence of missing data entries or non-response biases (Bell & Waters, 2018; Buglear, 2007). In the context of this research study survey, there was no cause for worry because every response received included all the answers. Ultimately, all data met the requirements and was put into R software for further analysis.

4.3.3. Construct reliability and validity

The data was entered into Microsoft Excel and statistically analysed with R software. Statistical tests are two-tailed when applicable, and model significance is set at 0.05. The reliability and validity of the measuring instrument were critical in ensuring that the

outcomes obtained from the research study scales were correct in the research study setting (Buglear, 2007; Saunders et al., 2009). This study strongly emphasised reliability to improve the consistency and repeatability of its findings. Cronbach's alpha was the analysis method used to measure the internal consistency and reliability level for each construct explored in this research study. The Cronbach Alpha score had to be at least 0.7 to ensure that the scale was reliable, which improved the construct validity of the study instrument (Lavrakas, 2008). For this research study, an alpha value of 0.7 was deemed adequate.

4.3.4. Descriptive statistics

The purpose of descriptive statistics is to summarise, organise, and characterise the data's fundamental qualities (Saunders et al., 2012; Zikmund et al., 2013). The objective is to build a view of the data that is straightforward to manipulate. The data are typically broken down into measures of central tendency, dispersion, and distribution shape (Bell & Waters, 2018). For this research study, counts and percentages were calculated for the components of 8 independent variables on the respondents: gender; position level in the organisation; years of overall working experience in a professional setting; years of experience in the current organisation; the type of organisation; the size of their organisation; and whether and how many employees report to them. The relationship between four independent variables of importance, i.e., gender, position level in the organisation, years of overall working experience in a professional setting and the type of organisation, and all dependent variables was analysed using a general linear model (glm; glm package), for each independent variable separately. The glm models with a Poisson distribution were appropriate for the dependent variables' data (counts) based on their distribution frequency. Post-hoc analyses of significant outcomes were run using the emmeans package (formerly known as Ismeans) in R software.

4.3.5. Factor analysis

Through the application of a variety of statistical procedures known as factor analysis, the researcher is provided with the opportunity to reduce complex collections of quantitative data (Pallant, 2020). The analysis method entails comparing the correlation coefficients of the various variables to establish the minimum number of variables necessary to statistically explain the link between the variances (Pallant, 2020). This is done to determine the optimal number of variables to use in the analysis. The purpose of factor analysis is to achieve two goals: the first is to enhance construct validity, and the second is to streamline the analytical procedure for the data set (Pallant, 2020;

Zikmund et al., 2013). For this research study, confirmatory factor analysis was conducted. A Factor Analysis of 29 variables for the power distance dimension of organisational culture and organisational Communication was conducted using the psych package in R software.

Power distance factor loadings

For power distance construct, the Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) test were used to assess whether all variables could be included in the analyses and whether a factor analysis was an appropriate test for the dataset. The Bartlett's test was significant ($\chi 2$ = 1158.79, df = 78, p < 0.001) and an overall KMO score of 0.91 demonstrated the adequacy of using factor analysis for the collected data analysis. A parallel analysis extraction method, which is appropriate for ordinal data, was used to determine the number of factors to consider in the output. Factor loadings were extracted using the varimax rotation method, as presented in table 11.

	MR1	MR2
Managerial authority and power	0.85	-0.16
Disagreement with management decisions	0.76	-0.23
Downward consultation	0.74	-0.17
Personal influence	0.63	-0.14
Fear of expression	0.61	0
Employee opinion acceptance	0.54	0.06
Managerial task delegation	0.5	-0.08
Hierarchical privileges	0.46	-0.19
Informal interactions	0.45	-0.08
Decision-making style preference	0.04	0.44
Decision-making style	-0.56	0.44
Obey leadership (Hierarchy)	-0.59	0.47
Power concentration	-0.62	0.4

Table 11: Factor loadings - power distance dimension

The first two factors (coded as MR1, 2) were extracted with eigenvalues greater than 1 (4.63, 1.01, respectively) and explained a cumulative variance of 43% in the analysis, with the first factor accounting for 36% of the variance. No outliers were identified by examining the distribution of individual scores; scores were randomly distributed around the zero axes, with no detectable clusters were found s illustrated in figure 15.
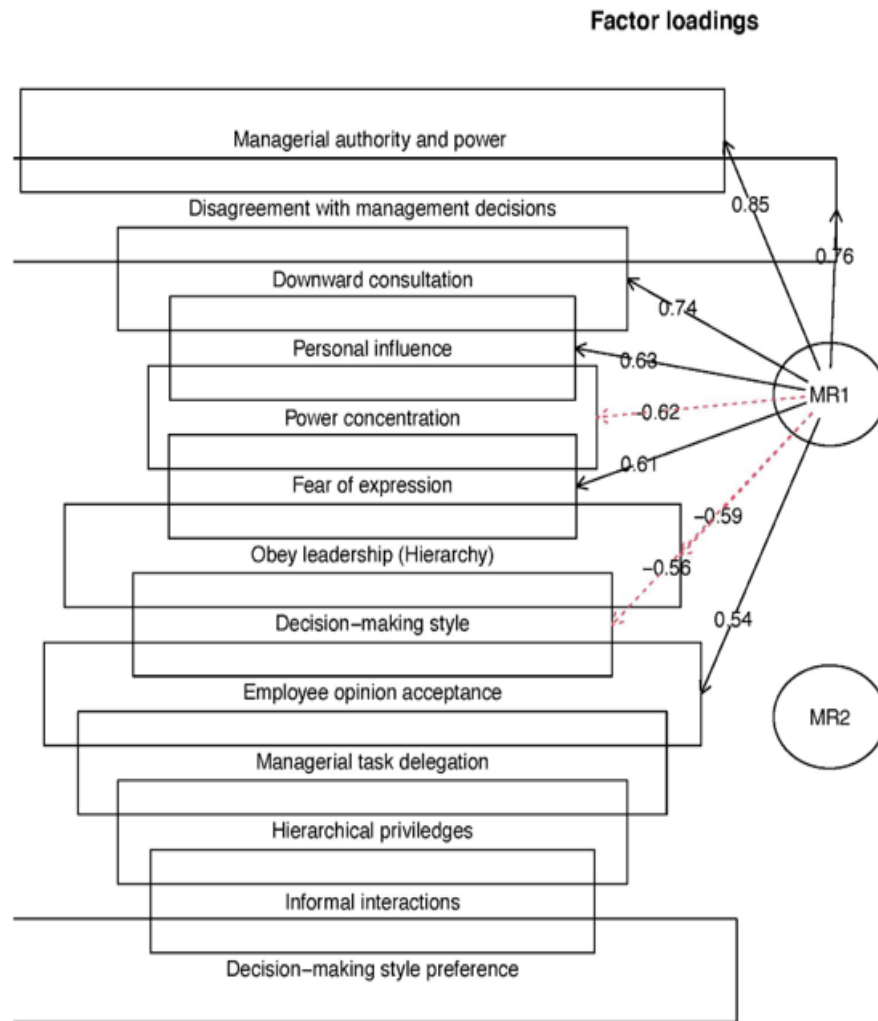
Factor loadings

Figure 15: *Factor loadings illustrated - power distance dimension*

Organisational communication factor loadings

For organisational communication construct, Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) test were used to assess whether all variables could be included in the analyses and whether a factor analysis was an appropriate test for the dataset. The Bartlett's test was significant (χ^2 = 515.45, df = 120, p < 0.001), and an overall KMO score of 0.70 demonstrated the adequacy of using factor analysis for the data analysis. A parallel analysis extraction method appropriate for the collected data was used to determine the number of factors to consider in the output as presented in table 12.

	MR1	MR3	MR2
Satisfaction	0.74	0	0.08
Trust	0.64	0.14	0.05
Influence	0.47	0.13	0.23
Accuracy	0.39	0.11	-0.04
Face-to-face	0.31	0.33	-0.14
Directionality - upwards	0.29	0.32	0.01
Desire for interaction	0.28	0.36	0.08
Mobility	0.26	0.11	0.02
Gatekeeping	0.19	0.47	0.05
Online channels	0.17	0.09	0.98
Voice	0.15	0.33	0.15
Summarisation	0.11	0.4	-0.01
Directionality - lateral	0.07	0.52	-0.07
Written	0	-0.01	0.19
Overload	-0.04	-0.05	-0.01
Directionality - downward	-0.08	0.58	0.01

Table 12: Factor loadings - Organisational communication dimension

Factor loadings were extracted using the varimax rotation method. The first three factors (coded as MR1, 3, 2) had eigenvalues greater than 1 (1.78, 1.11 and 1.51, respectively) and explained a cumulative variance of 28% in the analysis, with the first factor accounting for 11% of the variance. No outliers were identified by examining the distribution of individual scores; scores were randomly distributed around the zero axes, with no detectable clusters were found as illustrated in figure 16.
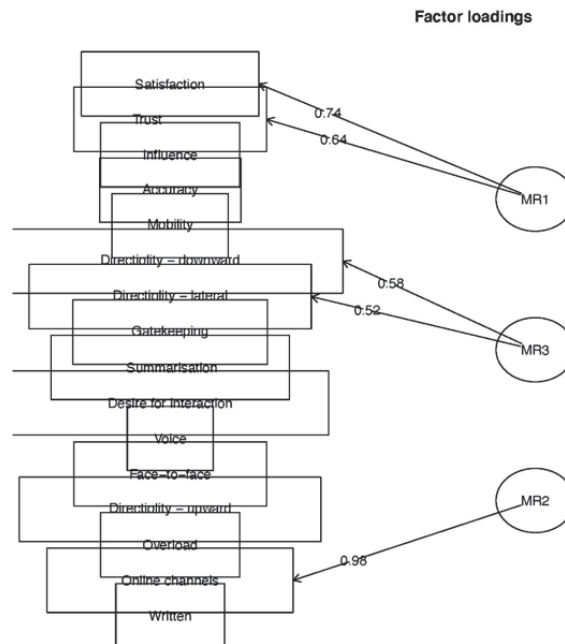
Figure 16: Factor loadings illustrated - Organisational communication dimension

4.3.6. Inferential statistics

In order to test hypothesis 1b, determining the relationship between dimensions of power distance and dimensions of organisational communication, inferential statistics were employed. Inferential statistics use the Pearson correlation method to determine the relationship between constructs (Pallant, 2020; Zikmund et al., 2013). The Pearson correlation factor/coefficient is used in statistics to measure the linear correlation between two data sets. Due to the vaunted value placed on determining the strength of a linear relationship(s) between data sets, the Pearson Correlation coefficient is the primary statistical, variance-based coefficient used to determine the proportionality between different variables (Pallant, 2020; Zikmund et al., 2013). The consensus from chapter 4 is that the range below is a fair assessment of the strength of the correlative relationship(s) between data sets:

- $0 <= |r| <= 0.3$ represents very low correlation

- $0.3 <= |r| <= 0.5$ represents moderate correlation

- $0.5 <= |r| <= 1$ represents strong correlation

Additionally, linear relationships can be both negative and positive, with the absolute value of the Pearson Correlation factor ranging between $1 <= r <= 1$. Where any value within the range $0 < r <= 1$ depicts a directly proportional relationship between variables, and the range $-1 <= r < 0$ depicts an inversely proportional relationship.

4.4. RESEARCH LIMITATION

The limitations experienced in conducting this research study emanated from lack of comprehensicve scale to measure organisational communication aligned to the organisational dimensions defined in chapter 2. To this end, a prior old scale was used from 1974 that was comprehensive and aligned to the research study.

4.5. ETHICS CONSIDERATIONS

The research report aims to adhere to the Gordon Institute of Business Science's ethics policy and will be subjected to the ethics clearance process. Furthermore, the data collection and storage process was adopted to ensure respondents' anonymity and maintain the data's integrity. Chapter 5: Research results overview

The prior section outlined how data was collected and prepared for analysis. This chapter aims to provide a detailed presentation of the survey results and discuss them in the context of the research hypothesis of this research study, which is stated as follows:

- **H1(a):** Power distance (PD) dimension of organisational culture strengthens of organisational communication.

- **H1(b):** Power distance dimension of organisational culture attenuates of organisational communication.

5.1. SURVEY RESPONSE PATTERNS

After the first month (September), there was a noticeable drop in the number of replies received, which caused the process of collecting data to become iterative. This is illustrated in Figure 16 below. Because of this, it was necessary to make a concerted effort to raise the number of respondents to appropriate sample size, as determined in Chapter 4. More precisely, this was done so that confirmatory factor analysis could be performed. The survey was completed by an increasing number of respondents between the 12th and 13th of October, and this trend continued until the survey was closed on the 30th of October 2022. Even so, it is still a good sample, as shown by the fact that a sample size of 200 is enough for factor analysis in the section on methodology.

5.2. DESCRIPTIVE ANALYSIS

Table 11 below outlines the demographic and work-related variables of respondents in the study. As can be gleaned, there was a higher response rate of women than men, while most of the respondents with more than ten years' experience accounted for 71% of the responses. This is a testament to the selection of purposive sampling as the position level and years of overall work experience are aligned to the researcher's own experiences; thus, a conclusion can be made that most of the respondents are acquaintances from previous work organisations. This view is further supported by the higher percentage of responses from the private sector (72%) than the public sector (28%).

	Count	Percentage
Gender		
Female	150	66.7%

Male	74	32.9%
Other	1	0.4%
Position level		
Entry level professional	10	4.4%
Executive	40	17.8%
Junior Manager	47	20.9%
Non-Manager	24	10.7%
Senior Manager	65	28.9%
Specialist	39	17.3%
Years of overall working experience in a professional setting		
<2 years	7	3.1%
Between 2 and 10 years	58	25.8%
> 10 years	160	71.1%
Years of experience in your current organisation		
<2 years	53	23.6%
Between 2 and 10 years	117	52.0%
> 10 years	55	24.4%
Type of industry		
Private (Corporate)	162	72.0%
Public (Government)	63	28.0%
Size of your organisation		
<100 employees	40	17.8%
Between 100 and 1000 employees	56	24.9%
>1000 employees	129	57.3%
Do you have employees reporting to you?		
No	79	35.1%
Yes	146	64.9%
If yes, how many employees report to you?		
<10	110	71.4%
Between 10 and 20	31	20.1%
>20	13	8.4%

Table 13*: Demographic data analysis*

5.3. RELATIONSHIP BETWEEN CONTROL AND DEPENDENT VARIABLES

Table 12 summarises the data outcomes in terms of understanding how the control variables (demographics) interact with the dependent variables (power distance and organisational communication). Glm analyses were used to get the estimate and P

values (to determine the relationship). Several variables showed significant relationships (as illustrated by **) and are discussed in detail next.

	Gender		Position level		Years of experience		Industry type	
Variable	Estimate	p	Estimate	p	Estimate	p	Estimate	p
Obey leadership (Hierarchy)	-0.000115	0.60825	0.00094	0.252799	0.000055	0.832647	0.000088	0.684523
Power concentration	**-0.000507	**0.012502	0.000286	0.700623	-0.000036	0.879201	0.000024	0.900482
Personal influence	0.000305	0.116205	0.001161	0.102363	0.00013	0.56094	-0.000321	0.08596
Hierarchical privileges	-0.000022	0.907758	-0.00023	0.744112	-0.000024	0.914422	0.000157	0.399496
Fear of expression	0.000456	0.137439	0.000953	0.396033	-0.000032	0.928728	-0.000476	0.106876
Decision-making style	0.000572	0.164374	0.000834	0.579732	0.000305	0.52072	0.000404	0.307757
Decision-making style preference	0.000818	0.246816	-0.003922	0.12845	0.000554	0.496427	0.000204	0.763953
Downward consultation	0.000086	0.674629	0.00111	0.140556	0.000121	0.611299	0.000222	0.26278
Managerial authority and power	0.000445	0.079609	**-0.002079	**0.025341	**-0.000627	**0.032665	-0.000056	0.819254

	Gender		Position level		Years of experience		Industry type	
Employee opinion acceptance	-0.000232	0.161862	-0.000584	0.335624	0.000171	0.371396	-0.000087	0.585343
Informal interactions	0.000271	0.092069	-0.000341	0.563291	0.000283	0.12788	0.000164	0.290147
Disagreement with management decisions	**-0.000519	**0.022807	0.001151	0.167975	0.00014	0.596186	-0.000358	0.103609
Managerial task delegation	-0.000026	0.894483	0.000729	0.300413	-0.000192	0.386685	0.000296	0.109566
Trust	-0.000238	0.273026	-0.000997	0.209973	0.000143	0.568902	**-0.000469	**0.025082
Influence	**0.000357	**0.040952	0.000321	0.615541	-0.000148	0.462389	**0.000351	**0.036589
Mobility	0.000032	0.873187	0.00122	0.094525	0.000043	0.852875	0.000266	0.164862
Desire for interaction	-0.00015	0.518819	**-0.002319	**0.006323	0.000102	0.702844	0.000169	0.449376
Directionality - upward	0.000101	0.588739	0.001152	0.091296	0.000097	0.652184	0.000078	0.663132
Directionality - downward	**-0.000422	**0.043646	-0.000568	**0.458242	**-0.000806	0.000845	0.000145	0.470822

	Gender		Position level		Years of experience		Industry type	
Directionality - lateral	-0.000139	0.547218	-0.000396	0.638429	0.000235	0.377334	-0.000307	0.166399
Accuracy	0.000095	0.72621	0.001065	0.282825	0.000153	0.625079	-0.000189	0.466969
Summarisation	-0.000125	0.611601	0.000337	0.709704	0.000006	0.984228	0.000334	0.160052
Gatekeeping	0.000019	0.928605	**-0.00206	**0.00924	-0.000309	0.215564	-0.000178	0.390952
Overload	-0.000042	0.810574	0.000207	0.744645	0.000004	0.983666	0.000069	0.67943
Satisfaction	**-0.000367	**0.157649	-0.000262	0.782982	**-0.000859	**0.004154	0.000223	0.37265
Written	0.000246	0.297546	0.000621	0.472582	0.000358	0.188772	0.000141	0.536039
Face-to-face	**-0.000526	**0.005303	0.000427	0.536622	**0.000467	**0.031903	-0.000137	0.44926
Voice	0.000152	0.373795	0.000857	0.170304	0.000064	0.744381	-0.000106	0.517569
Online channels	0.000139	0.493356	-0.000028	0.970314	0.000064	0.783672	-0.000032	0.868778

Table 14: Relationship between control and dependent variables

Gender significantly predicted the outcome of six variables. Women produced higher

scores than males for power concentration (median scores: 4 vs 3.5), with women being more likely to be neutral and males more likely to believe that power is concentrated at the top. Women also scored higher than men for influence (median scores 4 vs 3), with women likelier to believe that power distance orientation influences communication effectiveness. Men scored higher than women for the disagreement with management decisions (median scores 4.5 vs 4), implying that women are likely to respect management decisions as indicated by the power concentration relationship. Men scored higher than women for directionality (downward) (median scores 5 vs 4) and face-face meetings (median scores 4 vs 3). This is in line with literature that illustrated that women tend to take the initiative in communicating with their superiors and/or subordinates more than men, who tend to communicate on a need basis.

Position in the workplace significantly predicted the outcome of three variables. For managerial authority and power, specialists and non-managers (median scores of 4 for both) scored higher (i.e., agreed with the question) compared to entry-level professionals, executives, junior managers, and senior managers (median scores of 2 for all). For the desire for interaction, executives tended towards totally agree (median score of 6.5), and all the other ranks somewhat agreed or agreed (median scores of 5.5 and 6) with the statement. Finally, for gatekeeping, senior managers somewhat agreed (median score of 5) compared to all other ranks, generating a neutral score (median score of 4/4.5).

Years of experience in a professional setting significantly predicted the outcome of four variables. For managerial authority and power, respondents with <2 years' experience took a neutral stance (median score of 3.5) compared to respondents with 2 to 10 and >10 years' experience (median scores of 4) who agreed with the question. Respondents with >10 years' experience scored higher on the directionality downward (median score of 6) compared to those that had less experience (median scores of 4.5), indicating the power orientation from a generational perspective, i.e., the generation Z has been found to prefer raising their opinions without restrictions compared to an older workforce. Those with 2 to 10 years of experience were neutral about their satisfaction (median score of 4), whereas those with <2 years and >10 years' experience was both somewhat happy (median score of 5). Finally, respondents with 2 to 10 years' experience scored a median of 5 vs the other score of 4 for the < 2 and >10 years' experience, indicating general lethargy with the work environment, notably from literature due to power and political dynamics, which are all aspects of the power distance orientation of organisational culture.

Lastly, the type of industry of the respondents significantly predicted two outcomes. Compared to respondents in the public sector, private sector respondents were slightly more trusting (median scores 5.5 vs 5) of their immediate superiors and believed that their superiors would strongly influence their movement in the organisation (median scores 6 vs 5. Again, this illustrates deep-rooted organisational culture, noting that South Africa's public sector is synonymous with a culture of corruption and progression based on political connections, as outlined in chapter 2.

5.4. RELIABILITY AND VALIDITY

Cronbach's alpha coefficients were generated to test the reliability of the data. An alpha of 0.68 was obtained for the 13 Power Distance dimensions of Organisational culture variables and 0.73 for the 16 Organisational Communication dimensions. The scores were around the 0.7 acceptable value; thus, all 29 variables were considered in the analyses.

5.5. FACTOR ANALYSIS

Data extracted and factor analysis of the power distance dimension and organisational communication is discussed below to enable data presentation to test the research hypotheses. The primary purpose of this statistical analysis is to study the strength and consistency of the relationships between the factors. To enable hypothesis testing, 13 dimensions of power distance and 16 organisational communications were loaded for factor reduction to be generated from pairwise regressions. The factor dimensions classified in the data set (Annexure D) were derived from sections two (2) and three (3) of the research study survey. The first section of the factor analysis will present the factor loadings and illustrate them as generated from R software. The second part of the analysis will include the presentation of the Pearson Correlation factors for both the power distance and organisational communication dimensions.

5.5.1. Power distance factor loadings

For the power distance construct, the Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) test were used to assess whether all dimensions could be included in the analyses and whether a factor analysis was an appropriate test for the dataset. The Bartlett's test was significant ($\chi2$ = 1158.79, df = 78, p < 0.001) and an overall KMO score of 0.91 demonstrated the adequacy of using factor analysis for the collected data analysis. A parallel analysis extraction method, which is appropriate for ordinal data, was used to determine the number of factors to consider in the output. Factor loadings were

extracted using the varimax rotation method, and the results are presented in table 11.

	MR1	MR2
Managerial authority and power	0.85	-0.16
Disagreement with management decisions	0.76	-0.23
Downward consultation	0.74	-0.17
Personal influence	0.63	-0.14
Fear of expression	0.61	0
Employee opinion acceptance	0.54	0.06
Managerial task delegation	0.5	-0.08
Hierarchical privileges	0.46	-0.19
Informal interactions	0.45	-0.08
Decision-making style preference	0.04	0.44
Decision-making style	-0.56	0.44
Obey leadership (Hierarchy)	-0.59	0.47
Power concentration	-0.62	0.4

Table 15: Factor loadings - Power Distance dimension

The first two factors (Presented in figure 16 and coded as MR1 and MR2) were extracted eigenvalues greater than 1 (4.63, 1.01 respectively) and explained a cumulative variance of 43% in the analysis, with the first factor accounting for 36% of the variance. No outliers were identified by examining the distribution of individual scores; scores were randomly distributed around the zero axes, with no detectable clusters found as illustrated in figure 17.
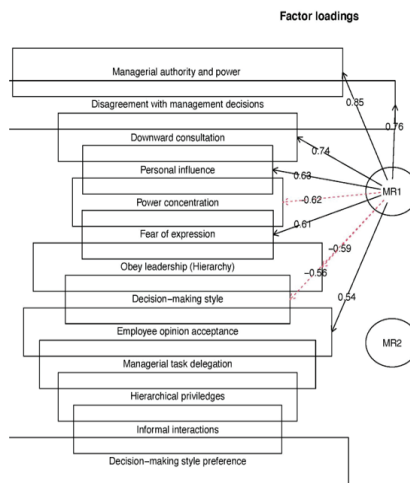
Figure 17: Factor loadings illustrated - Power Distance dimension

5.5.2. Power distance Pearson Correlation analysis

Power Distance MR1 analysis

When we look at the Pearson Correlation Coefficient for the first deducted factor of power distance (MR1), a finite number of dimensions satisfy the $0.5 <= |r| <= 1$ consideration condition for a strong observable relationship. These dimensions are Managerial authority and power: $|r| = 0.85$, disagreement with management decisions: $|r| = 0.76$, downward consultations: $|r| = 0.74$, personal influence: $|r| = 0.63$, fear of expression: $|r| = 0.61$, employee opinion acceptance: $|r| = 0.54$, and managerial task delegation: $|r| = 0.5$. These indicate a positive linear relationship between the aforementioned controlled dimension and the factor MR1 in the power distance dimension.

Moreover, the Pearson Correlations above depict the directly proportional relationship between the 7 dimensions mentioned above and the factor power distance - MR1. Another valuable takeaway is that although these dimensions satisfy the consideration criteria for a strong observable relationship, as outlined above for the factor power distance- MR1, neither one of them has a strong correlation that would satisfy the same strength condition for the other factor, under the power distance dimension, namely MR2.

The dimensions that were evaluated under the factor MR1 within the power distance dimension but did not meet the criteria of consideration for a strong observable relationship ($0.5 <= |r| <= 1$) for either one of the factors will not form part of the statistical analysis, nor will they form part of the true negative evaluation. These are hierarchical privileges: $|r| = 0.46$, informal interactions: $|r| = 0.45$, and decision-making style preference: $|r| = 0.04$.

Despite the dimensions not having a strong observable relationship with the factor in MR1, there is still an interdependent relationship between the 3 dimensions and the 2 dimensions, namely hierarchical privileges ($|r| = 0.46$) and informal interactions ($|r| = 0.45$) represent a moderately strong observable relationship. Moreover, the dimensions, decision-making style preference ($|r| = 0.04$), presents a weak, observable relationship with the factor power distance MR1. Lastly, by observing the true value of the Pearson Correlation Factors, one can deduce that since all the true values of r for the dimensions mentioned above are positive, there is a directly proportional relationship between the dimensions and the factor MR1. The only difference will be the strength of the said proportional relationship.

Furthermore, since the research study considered the Pearson Correlation Coefficient in the valuation of its absolute state, there also needs to be consideration given to the true negative dimensions when associated with the factor power distance MR1. A true negative value will be defined as any dimensions that satisfies the consideration condition, $0 <= |r| <= 1$, whose true value (not absolute value) is such that $-1 <= r <= 0$. A conclusive deduction can be rendered; thus, the dimensions have a strong, moderately strong, or weak negative relationship with any or both of the two factors, power distance MR1 and power distance MR2. Moreover, a negative linear relationship indicates an inversely proportional relationship between the dimensions - as one increases, the other will decrease. Pearson Correlation Factors, where $-1 <= r < 0$ are: decision-making style: $r = -0.56$, obey leadership (Hierarchy): $r = -0.59$, and power concentration: $= -0.62$.

When considering the range of Pearson Correlation factors that satisfy the requirement for a strong correlative relationship ($0.5 <= |r| <= 1$), the maximum value is $|r| = 0.85$ and the lowest possible value for consideration is $|r| = 0.50$. Therefore $0.50 <= |r| <= 0.85$ for the first factor MR1, under the power distance dimension. Moreover, since the true value of these Pearson Correlation Factors is in the range $0.5 <= r <= 0.85$, From this range, we can deduce the following: Standard deviation = 0.13, Variance = 0.02, Mean = 0.66, and Median = 0.63. This is an evaluation of only the dimensions with a strong, positive observable relationship with the factor power distance MR1. From the dimensions that account for statistical change, the Standard Deviation and the Variance outputs strongly suggest that the data will not have any obvious outliers.

Furthermore, the Mean (= 0.66) is larger than 57% (4/7) of the highlighted dimension. This suggests that the data is skewed to the right. The skewness of the data further implies that the dimension will continue to have a linearly progressive relationship with MR1 until such an external influencing factor is added to the question and considerations.

Additionally, the researcher considered the statistical variances for all the dimensions that have a strong, moderately strong and weak, positive relationship with the factor MR1; These are namely: managerial authority and power: $|r| = 0.85$, disagreement with management decisions: $|r| = 0.76$, downward consultations: $|r| = 0.74$, personal influence: $|r| = 0.63$, fear of expression: $|r| = 0.61$, employee opinion acceptance: $|r| = 0.54$, managerial task delegation: $|r| = 0.5$, hierarchical privileges: $|r| = 0.46$, informal interactions: $|r| = 0.45$, and decision-making style preference: $|r| = 0.04$

From this data set, where $0 < |r| <= 1$, and accounting for the positive observable relationship between the dimensions mentioned above and the factor power distance

MR1, one can deduce the following statistical outputs Standard deviation = 0.23, Variance = 0.05, Mean = 0.58, and Median = 0.558.

From the data set above, one can deduce that the standard deviation (= 0.23) is only larger than 10% (1/10) of the data set. This leads one to believe that the difference between the different data points in the data set will not be that great. Furthermore, looking at the data set, one can deduce that out of the 10 data points, only (Decision-making style preference: $|r| = 0.04$) will be an outlier. Moreover, from the Mean (= 0.58), one can deduce that the Mean is larger than 50% (5/10) of the data and is smaller than 50% (5/10) of the data. Hence one can see that this data set is evenly skewed. Hence there is no preference for the lower quartile range (Q1) and the upper quartile range (Q3).

Lastly, the research study considered all the dimensions observed under the factor power distance MR1. In this data set, some dimensions exhibited a strong observable relationship, a moderately strong observable relationship, and a weak observable relationship. Both directly proportional and inversely proportional relationships. These dimensions are namely: managerial authority and power: $r = 0.85$, disagreement with management decisions: $r = 0.76$, downward consultations: $r = 0.74$, personal influence: $r = 0.63$, fear of expression: $r = 0.61$, employee opinion acceptance: $r = 0.54$, managerial task delegation: $r = 0.5$, hierarchical privileges: $r = 0.46$, informal interactions: $r = 0.45$, decision-making style preference: $r = 0.04$, decision-making style: $r = -0.56$, obey leadership (Hierarchy): $r = -0.59$, and power concentration: $r = -0.62$

From the above data set, one can deduce the following statistical variance outputs: Standard deviation = 0.54, Variance = 0.29, Mean = 0.29, and Median = 0.50.

By considering the proportionality of the relationships in the data set (positive = directly proportional relationship and negative = inversely proportional relationship), one can observe that the standard deviation (= 0.54) is larger than 54 % (7/13) of the data set. The relatively large standard deviation to the Mean (= 0.29) value of the data set suggests that the data will be scattered and not clustered. However, having observed the dimensions that have a positive relationship with the factor as well as the dimensions that have a negative relationship with the factor independently, as well as looking at figure 18 below, it suffices to note that the dimensions that have a positive linear relationship with the factor are largely clustered with eh exception of (Decision-making style preference: $r = 0.04$) being an outlier. Moreover, the dimensions with a negative relationship with the factor are clustered. Lastly, the Median (= 0.50) is larger or equal to

54% (7/13) of the dimensions, suggesting that the data is skewed to the left as illustrated by figure 18.
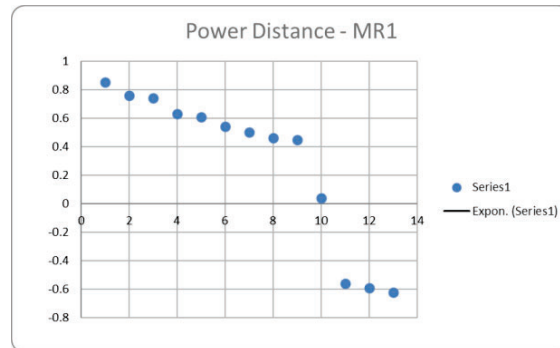
Figure 18: Scatter plot - Power Distance MR1

Power Distance MR2 analysis

Noting the ranges used to articulate the strength of association in this statistical analysis, one can deduce that only the following dimensions represent a moderately strong relationship between the dimensions and the factor power distance MR2. These are decision-making style preference: $r = 0.44$, decision-making style: $r = 0.44$, obey leadership (Hierarchy): $r = 0.47$, and power concentration: $r = 0.4$. Considering the true values of these correlation factors, a deduction can be made that the dimensions, as mentioned earlier, have a positive linear relationship with the factor power distance MR2. The strength of the respective relationships will be moderately strong. Based on the fact that correlation factor values fall within the range $0.3 <= |r| < 0.5$, this sample from the data set suggests that 31% (4/13) of the data set has a moderately strong relationship with the factor power distance MR2.

Moreover, some dimensions exhibit an observable relationship(s) with the factor power distance MR2, but the strength of those relationships only satisfies the $0 <= |r| < 0.3$, which represents a weak correlation relationship between the dimensions(s) and the factor power distance MR2. Therefore, this sample from the data set suggests that 62% (8/13) of the data set has a noticeably weak relationship with the factor power distance MR2; these dimensions are namely: managerial authority and power: $r = -0.16$, disagreement with management decisions: $r = -0.23$, downward consultations: $r = -0.17$, personal influence: $r = -0.14$, employee opinion acceptance: $r = 0.06$, managerial task delegation: $r = -0.08$, hierarchical privileges: $r = -0.19$, and informal interactions: $r = -0.08$.

Considering the absolute value of the correlation factor(s) for the aforementioned dimensions, one can see that they satisfy the condition $0 <= |r| < 0.3$, representing a weak relationship. However, if the statistical analysis was to consider the true values of the correlation factors relative to each dimension. The research study deduced that all these dimensions have an inversely proportional relationship with the factor power distance MR2. There was a dimension that did not exhibit any relationship with the factor power distance MR2: fear of expression: $r = 0$.

Lastly, statistical analysis is required to combine the observed dimensions under the factor power distance MR2, regardless of the strength of the relationship. The dimensions are managerial authority and power: $r = -0.16$, disagreement with management decisions: $r = -0.23$, downward consultations: $r = -0.17$, personal influence: $r = -0.14$, fear of expression: $r = 0$, employee opinion acceptance: $r = 0.06$, managerial task delegation: $r = -0.08$, hierarchical privileges: $r = -0.19$, informal interactions: $r = -0.08$, decision-making style preference: $r = 0.44$, decision-making style: $r = 0.44$, obey leadership (Hierarchy): $r = 0.47$, and power concentration: $r = 0.4$. From the above data set, the following statistical variance outputs were observed: Standard deviation = 0.27, Variance = 0.08, Median = -0.08, and Mean = 0.06.

The standard deviation value is larger than 69% (9/13) of the data set of values derived from the correlation between the dimensions mentioned above and the factor power distance MR2. The relatively larger standard deviation suggests that the data points from the data set will be spread across the range $-0.23 <= r <= 0.47$. Interestingly enough, the presence of outliers depends on the observer's point of view. If one was only to consider the dimensions that have a weak relationship with the factor ($0 <= |r| < 0.3$), then the data is bunched together. Similarly, if one was to only consider the covariables with a moderately strong relationship with the factor ($0.3 <= |r| < 0.5$), those correlation factors are also very similar in that they do not offer an obvious outlier. However, an argument is made that there is a clear departure between dimensions with a moderate relationship ($0.3 <= |r| < 0.5$) versus those dimensions that have a weak relationship with the factor ($0 <= |r| < 0.3$).

Moreover, the Median (= -0.08) is equal or larger than 54 % (7/13) of the sample data. Hence this suggests that the data is slightly skewed to the right (figure 19). The significance of the skewness of the data is such that there will always be a progressive (positive) linear relationship between the dimensions and the factor power distance MR2.

The strength of said relationship might change, but the relationship will remain. Figure 19 illustrates the screeplot for PD MR2.
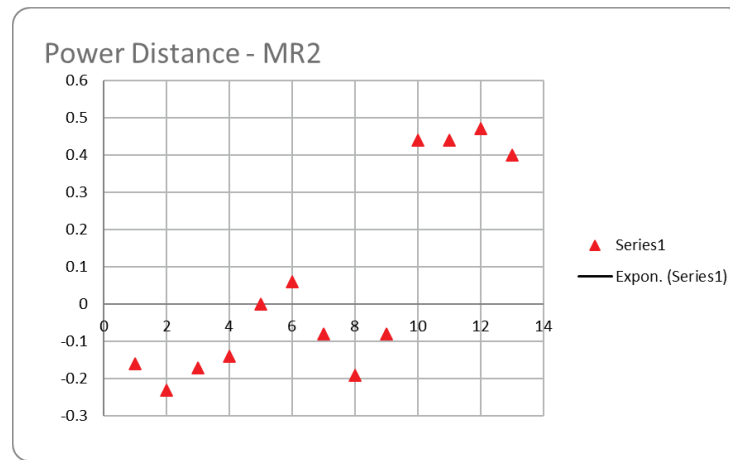
Figure 19: Scatter plot - Power Distance MR2

Power Distance MR1 and MR2 analysis conclusion

Considering the fact that a total of 13 dimensions were included in the survey as part of the controlled sample pool for power distance dimension of organisational culture. Post the factor reduction, these 13 dimensions were measured against 2 factors within the power distance dimension: power distance MR1 and power distance MR2.

Relative to the investigative research parameters that require a Pearson Correlation Factor to be in the range $0.5 <= |r| <= 1$ to be considered a strong observable relationship, $0.3 <= |r| < 0.5$ to be considered a moderate relationship and $0 < |r| < 0.3$ to be considered a weak relationship. The presentation of this data leads to the conclusion that of the 13 dimensions included in the fact-finding phase of this statistical analysis, only 7 dimensions (54%) have strong, positive Pearson Correlation Factors for the first-factor power distance MR1, and the 3 dimensions (23%) with strong, regressive true negative values for the first-factor power distance MR1. Conversely, 3 dimensions (23%) meet the consideration criteria for a moderately strong relationship with the factor power distance MR1. Therefore, the statistical analysis leads one to the conclusion that there will always be an observable relationship between the studied dimensions and the factor power distance MR1. The relationship might be progressive or regressive, but an observable relationship will always be there.

In conclusion, considering the observation from the factor power distance MR2, it is concluded that four dimensions (31%) of the 13 dimensions studied have a moderately

strong relationship with the factor power distance MR2. Moreover, 1 dimensions (7.6%) of the studied dimensions has no observable relationship with the factor power distance MR2, namely: fear of expression where r = 0 (it is considered that there is no observable relationship and/or interdependency when r = 0). Lastly, 8 dimensions (62%), observed under the factor power distance MR2, exhibited weak observable relationship(s) with the factor. Furthermore, considering that some of the true values of these correlation factors were negative, that denotes a regressive, inversely proportional relationship between those particular dimension and the factor power distance MR2 (Figure 20). Hence, with all these considerations accounted for, one can conclude that although there is an absence of strong observable relationships between the dimension and the factor, there will be an observable relationship, irrespective of strength, 92.3% (12/13) of the time.
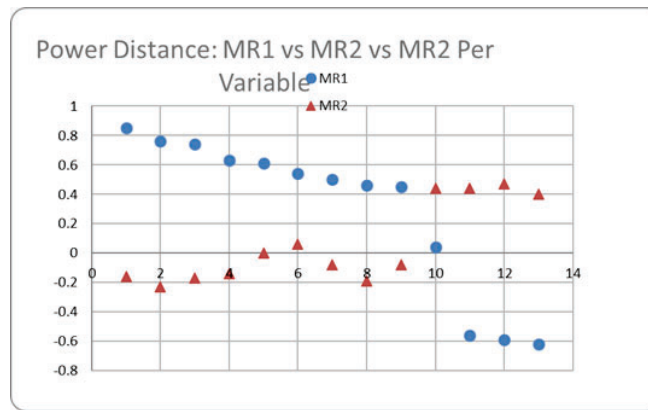
Figure 20:Scatter plot - Power Distance MR1 and MR2

5.5.3. Organisational communication factor loadings

For the organisational communication construct, Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) test were used to assess whether all dimensions could be included in the analyses and whether a factor analysis was an appropriate test for the dataset. The Bartlett's test was significant (χ^2 = 515.45, df = 120, p < 0.001), and an overall KMO score of 0.70 demonstrated the adequacy of using factor analysis for the data analysis. A parallel analysis extraction method appropriate for the collected data was used to determine the number of factors to consider in the output. Factor loadings were extracted using the varimax rotation method, as presented in table 16.

	MR1	MR3	MR2
Satisfaction	0.74	0	0.08
Trust	0.64	0.14	0.05

	MR1	MR3	MR2
Influence	0.47	0.13	0.23
Accuracy	0.39	0.11	-0.04
Face-to-face	0.31	0.33	-0.14
Directionality - upwards	0.29	0.32	0.01
Desire for interaction	0.28	0.36	0.08
Mobility	0.26	0.11	0.02
Gatekeeping	0.19	0.47	0.05
Online channels	0.17	0.09	0.98
Voice	0.15	0.33	0.15
Summarisation	0.11	0.4	-0.01
Directionality - lateral	0.07	0.52	-0.07
Written	0	-0.01	0.19
Overload	-0.04	-0.05	-0.01
Directionality - downward	-0.08	0.58	0.01

Table 16: Factor loadings - Organisational communication dimension

The first three factors (Presented in figure 17 and coded as MR1, MR2 and MR3) had eigenvalues greater than 1 (1.78, 1.11 and 1.51, respectively) and explained a cumulative variance of 28% in the analysis, with the first factor accounting for 11% of the variance. No outliers were identified by examining the distribution of individual scores; scores were randomly distributed around the zero axes, with no detectable clusters found as illustrated in figure 21 below.
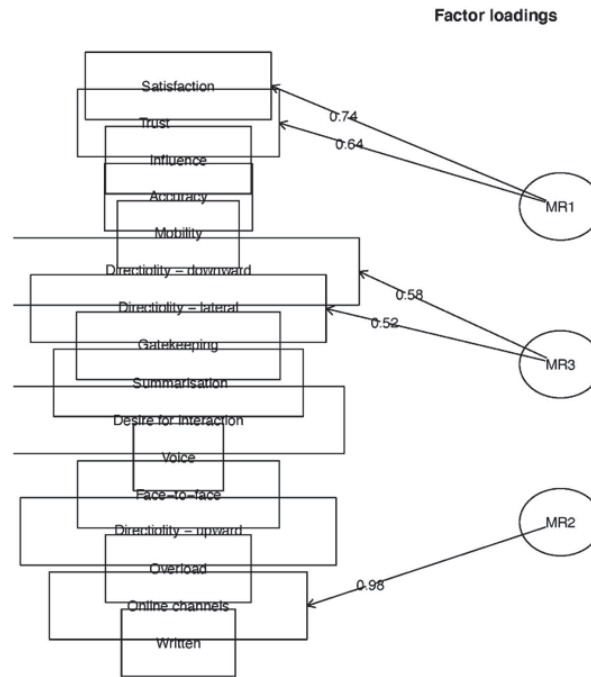
Figure 21: Factor loadings illustrated - Organisational communication dimension

5.5.4. Organisational communication Pearson Correlation analysis

Organisational communication had 16 dimensions that were studied. All 16 dimensions were contrasted and studied under conditions loaded factors, namely organisational communication MR1, organisational communication MR2, and Effective organisational communication - MR3. A Pearson Correlation Factor was considered to represent a strong linear relationship between any one of the dimensions when evaluated under any of the conditions MR1, MR2 and MR3 were expected to satisfy the condition such that $0.5 <= |r| <= 1$, noting that Pearson Correlation Factor represented a moderately strong linear relationship between any one of the dimensions when evaluated under any of the conditions MR1, MR2 and MR3 was expected to satisfy the conditions such that $0.3 <= |r| < 0.5$. Lastly, as it relates to the parameters of consideration, between any one of the dimensions when evaluated under any of the conditions MR1, MR2, and MR3 was to satisfy the condition such that $0 < |r| < 0.3$.

Organisational communication MR1 analysis

For continuity and statistical accuracy, the statistical analysis of the organisational communication dimension maintained the same stringent rules when evaluating the Pearson Correlation Factor between all 11 organisational communication dimensions.

There were 3 extracted factors, namely MR1, MR2, and MR3. Wherein the 0.5 <= |r| <= 1 was the requisite condition for the presumed consideration of a strong observable relationship between dimension(s) and factor(s) and 0.3 <= |or| < 0.5 was the requisite condition for the presumed consideration of a moderately strong observable relationship between dimension(s) and factor(s). Lastly, 0 < |r| < 0.3 was the requisite condition for the presumed consideration of a weak observable relationship between dimensions and factor(s).

Under these conditions of consideration, 5 dimensions met the conditions for consideration. With these considerations in mind, under the first factor, organisational communication MR1, 2 dimensions met and satisfied the criteria for a strong observable relationship between the dimensions and the factor. These were: satisfaction: |r| = 0.74, and trust: |r| = 64. Furthermore, considering the parameters outlined above for the requisite conditions (0.3 <= |r| < 0.5) for a moderately strong observable relationship between the factor organisational communication MR1 and the dimensions that were observed under the second construct (organisational communication), a deduction was made that the following dimensions satisfied the criteria: influence: |r| = 0.47, accuracy: |r|: = 0.39, and face-to-face: |r| = 0.31.

Additionally, for the factor organisational communication MR1, this research study and particularly this statistical analysis considered the dimensions that had met the requisite conditions such that 0 < |r| < 0.3 (-0.3 < r < 0.3) for a weak observable relationship between the dimension(s) and the factor organisational communication MR1—considering the fact that there were dimensions that had aggressive, observable relationship with the factor under study. These dimensions were: - directionality - upwards: r = 0.29, desire for interaction: r = 0.28, mobility: r = 0.26, gatekeeping: r = 0.19, online channels: r = 0.17, voice: r = 0.15, summarisation: r = 0.11, directionality - lateral: r = 0.07, overload: r = -0.04, directionality - downward: r= -0.08. Lastly, it was imperative that the statistical integrity of this research study also consider the dimensions that did not have any observable relationship with the factor, where r = 0: - Written: r = 0.

For statistical analysis and drawing narrative conclusions from the data, these statistical variance outputs were generated: Standard deviation = 0.23, Variance = 0.05, and mean = 0.25 - Median = 0.23. From these Standard Deviation and Variance based outputs, the conclusion was that there were no obvious outliers as the data bunched together. However, there was a steady, observable linear relationship between the dimension

factor load weightings. Figure 21 deduces that data clustering was limited to behavioural strength association. For instance, the dimensions that satisfy the criteria for a strong observable relationship between dimension and factor such that $0.5 <= |r| <= 1$, are closely bunched together.

Moreover, the dimensions that satisfy the conditions for a moderately strong relationship between dimension and factor, such that $0.3 < |r| < 0.5$, are bunched together. Lastly, the dimensions that satisfy the conditions of consideration for a weak, observable relationship between the dimension and factors such that $0 <= |r| < 0.3$ are bunched together. Considering the Median (= 0.23), which is larger than 50% (8/16) of the dimensions under observation, this research study suggests that the data, when observed under the factor organisational communication MR1, is evenly skewed. That implies that should the observation continue in perpetuity, a conclusion that the relationship between the dimensions and the factor will remain observable and consistent with the initial findings as illustrated in figure 22 below.
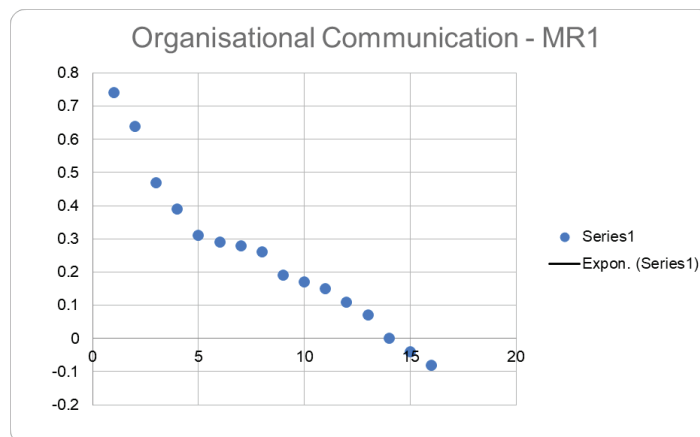
Figure 22: Scatter plot - organisational communication MR1

Organisational communication MR2 analysis

When observing the dimensions under the second-factor organisational communication MR2, consider all 16 dimensions to deduce the nature (proportional or inversely proportional) and the strength of the relationship between any dimensions relative to the factor MR2. Furthermore, in keeping with best statistical practices, the definition by which the strength of the relationship(s) between dimension(s) and factor remains the same throughout the statistical analysis. The ranges that defined the strength of the relationship were: - $0 < |r| < 0.3$ represents a very low correlation - $0.3 <= |r| < 0.5$ represents moderate correlation - $0.5 <= |r| <= 1$ represents a strong correlation. By the

above definition, only one dimension met the criteria for a strong observable relationship: - online channels: |r| = 0.98. When considering the true value of the correlation factor for the dimension *Online channels (r = 0.98)*, it was concluded that the relationship between the dimension and the factor MR2 is directly proportional. Hence the progressive linear trajectory will remain should the observation be continued indefinitely. Consequently, by defining the range for an observable, moderately strong relationship between dimensions and the organisational communication factor MR2, the conclusion was reached that none of the 16 observed dimensions met this criterion. This suggests no observable moderately strong relationship exists between the dimensions and the factor MR2.

The research study considered the dimensions that met the conditional criteria for a weak observable relationship. The dimensions that satisfied the criteria such that 0 < |r| < 0.3. Looking at true values, this translates to -0.3< r < 0.3. These dimensions were namely: satisfaction: r = 0.08, trust: r = 0.05, influence: r = 0.23, accuracy: r = -0.04, face-to-face: r = 0.14, directionality - upwards: r = 0.01, desire for interaction: r = 0.08, mobility: r = 0.02, gatekeeping: r = 0.05, voice: r = 0.15, summarisation: r = -0.01, directionality - lateral: r = -0.07, written: r = 0.19, overload: r = -0.01, and directionality - downward: r = 0.01.

Subsequently, the research study looked to explore and understand further aspects of the dimension's behaviour under the factor MR2. By merely considering the sample pool as illustrated in figure 22 and the overview statistical analysis as prescribed above, it can be conclusively deduced that there was one obvious outlier from the data set. Since this particular dimension is the only one among 15 other dimensions, a 6.25 % (1/16) accession rate satisfies the conditions for a strong observable relationship with the factor MR2, such that 0.5 <= |r| <= 1.

The dimension of online channels represents an obvious outlier under the factor organisational communication MR2. Moreover, to study the statistical association between the 16 observed dimensions under the factor organisational communication MR2, the research study correlated variance output metrics that clearly indicated how the data relate to one another under MR2. These variance-based outputs are: Standard deviation = 0.25, Variance = 0.06, Mean = 0.10, and Median = 0.04. From these outputs, it was deduced that in the absence of the online outlier channels, the data would be clustered together (the standard deviation would drop to 0.10, and the variance would drop to 0.09 if the outlier did not form part of the data set). Moreover, the Median (= 0.04)

was larger or equal to 50 % (8/16) of the data set for correlation coefficients when observed under factor organisational communication MR2. This suggests that the data is evenly skewed, even when considering the outlier dimension, *Online channels*. If the *Online channels* dimension were not to be considered, then the median would be larger than 53% of the data set, hence suggesting a directly proportional relationship between the dimension(s) and the factor organisational communication MR2 if the dimensions were to be considered as a collective data set. Therefore, when considering the factor MR2, a conclusive summarisation that the dimensions that were observed have an observable relationship with the factor organisational communication MR2 as illustrated in figure 23 below.
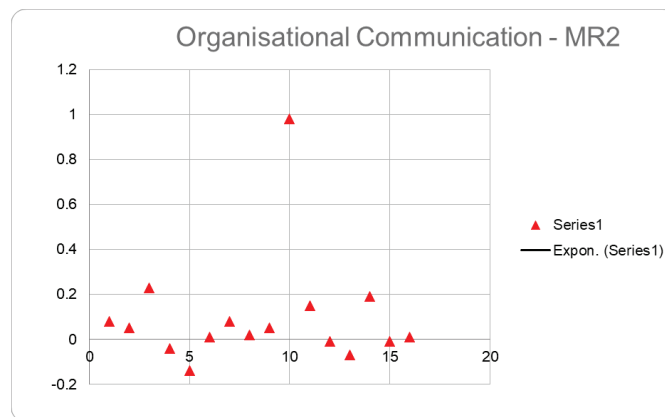
Figure 23: Scatter plot - organisational communication MR2

Organisational communication MR3 analysis

Now, similarly, when considering the last factor observed under the dimension organisational communication MR3, the statistical analysis deployed the same considerations in terms of evaluating the strength of the relationship between any dimension considered under the organisational against the factor organisational communication MR3. Based on this, the research study leads to the conclusion that the dimensions that satisfy the conditions ($0.5 <= |r| <= 1$) for a strong observable relationship relative to the factor organisational communication MR3 are: directionality - lateral: $|r| = 0.52$, and directionality - downward: $|r| = 0.58$.

Furthermore, from the 2 dimensions that have a strong observable relationship with the factor organisational communication MR3, it was deduced that the difference between the 2 is a tawdry 0.06. The relative proximity of the data points under MR3 suggests that the data points will be clustered together. Similarly, the research study extracted the

dimensions that have satisfied the condition (0.3<= |r| < 0.5) for depicting a moderately strong observable relationship between any of the dimensions relative to the factor organisational communication MR3. These are namely: face-to-face: |r| = 0.33, directionality - upwards: |r| = 0.32, desire for interaction: |r| = 0.36, gatekeeping: |r| = 0.47, summarisation:|r| = 0.4, voice: |r| = 0.33.

Additionally, the research study has determined which dimensions have satisfied the consideration conditions (0<|r| < 0.3) for a weak observable relationship with the organisational communication MR3. Should the condition of consideration be viewed in the absolute state, then the condition 0<|r| < 0.3 has to be satisfied. Alternatively, this means that r, in its true value state, should satisfy the condition -0.3 < r < 0.3. The dimensions that meet this criterion are trust: r = 0.14, influence: r = 0.13, accuracy: r = 0.11, mobility: r = 0.11, online channels: r = 0.09, written: r = -0.01, overload: r = -0.05. The last consideration was given to the only dimension that did not offer evidence of an observable relationship between itself and the organisational communication MR3. In order for there to be no observable relationship between a dimension and the organisational communication MR3, the Pearson Correlation Factor should satisfy the condition such that r = 0. The only dimension to satisfy this particular condition of consideration was satisfaction: r = 0.

When considering the observations of the relationship's dimensions with the organisational communication MR3, consideration is taken of the fact that there 4 tiers of relationships that need to be accounted for. Namely: strong observable relationship, moderately strong observable relationship, weak observable relationship, and no observable relationship. Therefore, the multi-tiered possibilities mentioned above, as well as the data points observed from figure 23, suggest that dimensions that fall within the same tier of relationship classification (strong, moderately strong, weak, no relationship) were clustered, and any possible outlier will be observed from when evaluating the entire data sample considered under the organisational communication MR3.

For instance, considering the fact that the dimensions that fall within the strong observable relationship classification have a standard deviation of 0.04, which is not larger than any of the correlation factors that satisfy the consideration criteria for a strong observable relationship between the dimensions and the factor. This meant that the data points were relatively close to one another. Similarly, dimensions that fall under the moderately strong relationship classification have a standard deviation of 0.06, further

implying that dimensions that fall within the same classification of relationship relative to organisational communication MR3 will present clustered data points.

For further emphasis and scrutiny, consideration was given to the dimensions that fall within the weak observable relationship classification; their standard deviation is 0.07. The standard deviation of 0.07 is larger than 29% (2/7) of that particular data group. This also suggests that if the relationship classifications are looked at in a vacuum, no outliers exist. Because this portion of the research study primarily focused on deducing the nature of the relationship(s) between any dimensions and the organisational communication MR3, the correlation factors relative to MR3 needed to be considered as a single data set.

Consequently, the following deductions were made: Standard deviation = 0.20, Variance = 0.04, Mean = 0.24, and Median = 0.23; taking into consideration the variance-based outputs of the data set, the standard deviation is larger than 50% (8/16) of the data set. This implied that there were considerable gaps between the data points. Moreover, the Mean (= 0.24) is larger than 50% (8/16) of the data set. From these considerations and deductions, if the Mean (= 0.24) is considered as the middle, every dimension whose divergence from the Mean (= 0.24) is greater than the standard deviation (= 0.20), that data point will be considered an outlier.

Therefore, based on that description, the following dimensions are outliers: directionality - lateral: |r| = 0.52, directionality - downward: |r| = 0.58, written: r = -0.01, overload: r = -0.05, satisfaction: r = 0. Lastly, considering that the Median (= 0.23) is larger than 50% (8/16) of the data set, a deduction was made that data is evenly skewed to the right as illustrated in figure 24 below.
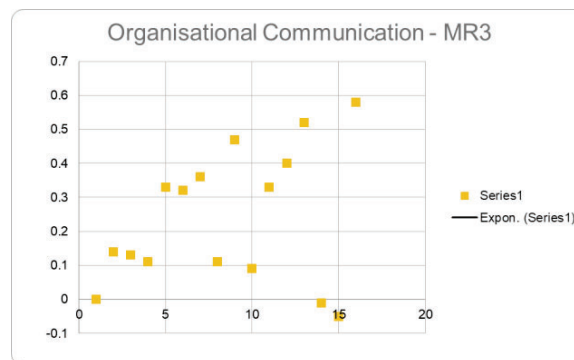
Figure 24: Scatter plot - organisational communication MR2

Organisational communication MR1, MR2 and MR3 analysis conclusion

The takeaway from organisational communication MR1 under the conditions of the first factor, MR1, only 12.5 % (2/16) of the dimensions meet and satisfy the consideration criteria for a strong observable relationship with the organisational communication MR3. Equally, just as poignant, of the dimensions under observation, 18.8% (3/16) of the dimensions met the condition of consideration for a moderately strong observable relationship, whilst 62.5% (10/16) of the observed dimensions met the conditions of consideration for a weak observable relationship relative to the organisational communication MR3.

Conversely, it would be a statistical inaccuracy to have ignored the only dimension that showed no indication of an observable relationship under the factor organisational communication MR1, which accounts for 6.25% (1/16) of the total sample. Hence, from this analytical breakdown, this research study found it proper to conclude that of the 16 observed dimensions, 93.8% (15/16) of the dimensions have an observable relationship with the factor organisational communication MR1.

The takeaway from factor organisational communication MR2, following the same analytical breakdown from concluding the relatability of MR1, MR2 was put under the same level of scrutiny relative to the nature of the observable relationships it has with the dimensions under consideration. Considering the fact that there was 1 dimension that met the criteria for a strong observable relationship, that accounts for 6.25 % (1/16) of the sample. Moreover, the remaining 15 dimensions all showed a weak observable relationship with the factor of organisational communication MR2. Hence 93.8% (15/16) of the observed dimensions have a weak observable relationship with MR2. Consequently, 100% of the dimensions have some observable relationship with the factor organisational communication MR3. Interestingly, the only dimension with a strong observable relationship with the factor of organisational communication, MR2, presents as the outlier for this particular data set.

Takeaways from factor organisational communication MR3, considering the sample data rendered under factor MR3, relative to the 16 observed dimensions, 12.5% (2/16) of the dimensions presented a strong observable relationship. Furthermore, 37.5 % (6/16) of the sample data presented as dimensions having an observable moderately strong relationship with the factor organisational communication MR3 and 43.8 % (7/16) of the dimensions presented as having a weak but observable relationship with the factor MR3.

There was 1 dimension, which accounts for 6.25% (1/16) of the data set, that presented as having no observable relationship with factor organisational communication MR3. This presents evidence that 93.8% (15/16) of the observed dimensions have an observable relationship with the factor organisational communication MR3 Moreover, because of the multi-tiered representation of the strength of the relationships (strong, moderate, weak, no relation) between dimensions and the factor MR3, this fact presented 5 outliers, which accounts for 31.3 % (5/16) of the data set.

An overview of the statistical analysis has shown evidence of a pervasive interdependent reliance between the dimensions (all 16) against any of the 3 factors, namely organisational communication MR1, MR2, MR3. When considering the entire sample pool between MR1, MR2 and MR3, one can deduce that there were 48 result outputs (16*3). Of these 48 result outputs, 95.6 % (46/48) of them presented evidence of an observable relationship between the dimensions and the respective factors. Lastly, 4.2 % (2/48) of the result outputs suggested no evidence of an observable relationship between the observed dimensions and the factor under consideration.

However, interestingly enough, the 2 dimensions that failed to show evidence of a relationship under MR1 (dimension = written) and under MR3 (dimension = satisfaction) showed evidence of strong relational interdependency for the other 2 factors. Therefore, it is fair to conclude that this statistical analysis has proven that each observed dimension has an observable relationship with at least 2 of the factors being studied under the organisational communication dimension as illustrated in figure 25 below.
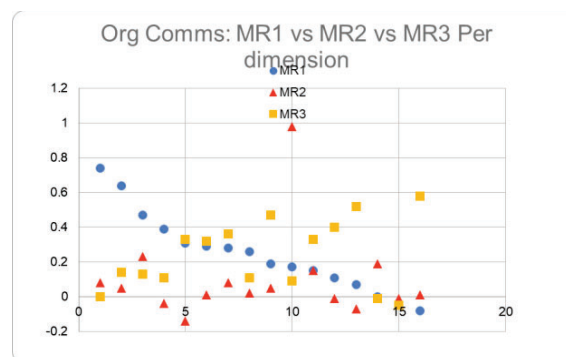
Figure 25: Scatter plot - organisational communication MR1, MR2, and MR3.

5.5.5. Determining factor categories

From the factor loading outcomes presented above, dimensions were analysed for power distance factors and organisational communication factors, respectively. Having

determined the factor reduction as previously discussed, the need was to relink the loaded factors to the survey questions not to lose context. To achieve this, the factors were renamed and organised to determine categories (based on factor analysis outcomes from R) to derive meaning and determine the interdependency of the dimensions. To determine the categories, the coded factors from R were renamed in order, as shown in table 15. The results of the categorisation are presented in figure 26 and discussed next:

Construct	Coded factor	Aggregated categories
Power distance	MR1	Power distance Orientation (PD – MR1)
	MR2	Power distance Actions (PD – MR2)
Organisational Communication	MR1	Interpersonal Dimensions (OC – MR1)
	MR2	Modality (OC – MR1)
	MR3	Interactions (OC – MR1)

Table 17: *Recoding of factors*

The direct outcomes of the factor extraction process are known as loaded factors, and they represent the direct outcomes of the process' weighted outcomes. Because of this, the groupings and the aggregation into categories that fit with the objectives of the research study were informed by this process, as shown in figure 18. After analysing the aggregated categories based on the loaded factor analysis outcomes and classifying each group according to the definitions of the majority of the factors loaded, the literature review results were used to name and create aggregated categories. Because of this, the loaded factors could be realigned to their initial dimensions, which were power distance and organisational communication, respectively. The results of this process are depicted in Figure 26 below. Figure 26 also summarises how each dimension was accounted for and where it belongs within the final categories and dimensions.
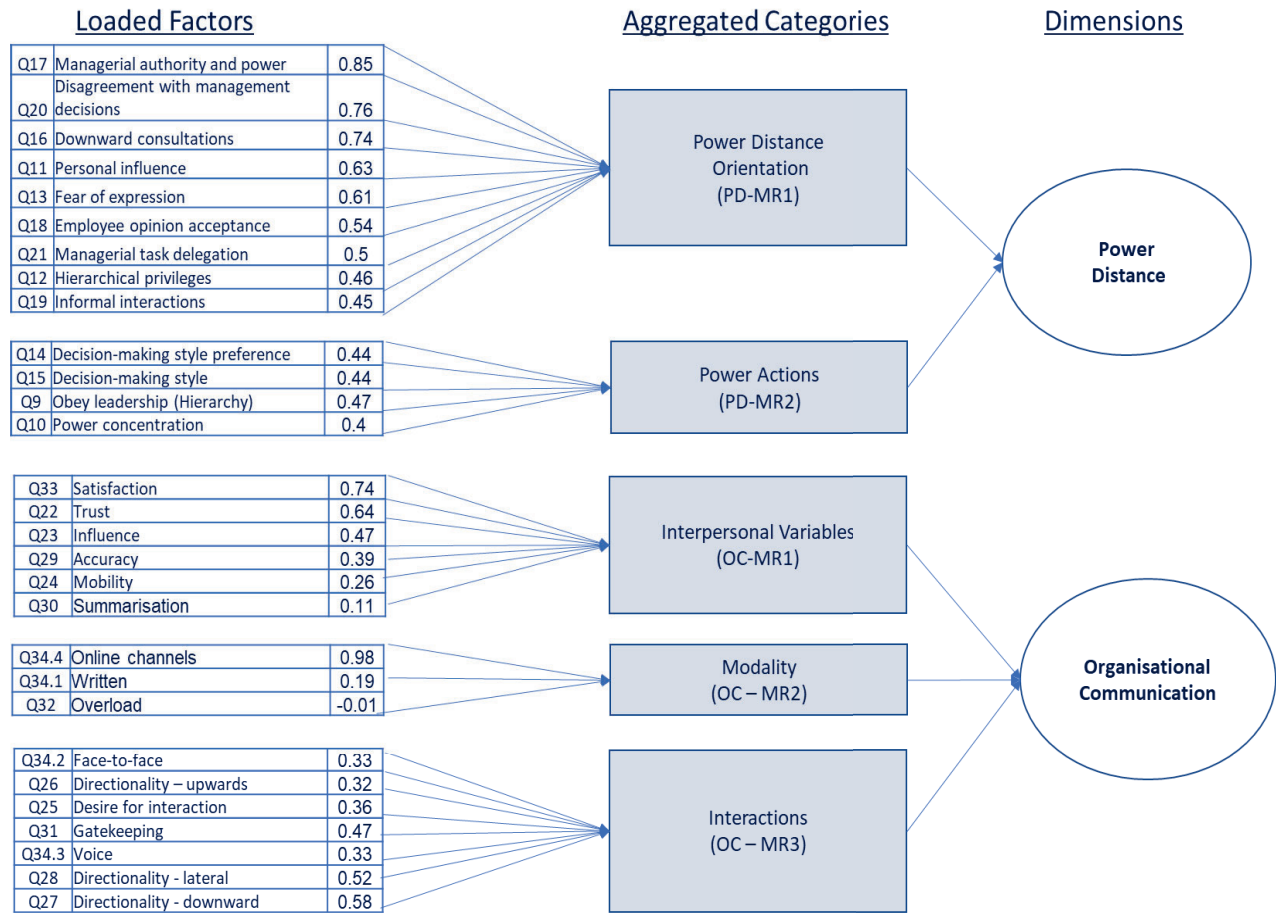
Figure 26: Loaded factors, aggregated categories, and dimensions

As already stated, out of the loaded factors emerged five (5) aggregated categories presented in table 16 below:

Aggregated category	Description
Power distance Orientation (PD – MR1)	This category has the majority of power distance dimensions that focus on the role that the orientation of the one with power (O) plays in the subsequent behaviour of the one without power (I).
Power distance Actions (PD – MR2)	This category contained the majority of power distance dimensions that discussed the relative impact of actions of the one with power(O) on the one without power (I) and how those actions subsequently impact behaviour.
Interpersonal Dimensions (OC – MR1)	This category has the majority of the organisational communication dimensions that discussed the role of interpersonal relationships and how that impacted organisational communication effectiveness.
Modality (OC – MR1)	This category has the majority of organisational communication dimensions related to the channel of communication.

Aggregated category	Description
Interactions (OC – MR1)	This category contained the majority of organisational communication dimensions reviewed to illustrate factors that impact interactions between various levels.

Table 18: Aggregated categories descriptions

5.6. CONSOLIDATION OF RESULTS AND IMPLICATIONS ON RESEARCH STUDY HYPOTHESES

This research study sought to achieve 2 objectives:

Objective 1: To determine the role of power distance dimension of culture on the effectiveness of organisational communication.

Objective 2: Assessing which dimension of organisational communication was mostly affected by the power distance dimension.

Furthermore, further answer the research questions: **What is the impact of power distance dimension of organisational culture on the effectiveness of organisational communication?**

To achieve this, 2 hypotheses need to be tested, namely:

H1(a): Power distance (PD) dimension of organisational culture strengthens the effectiveness of organisational communication.

H1(b): Power distance dimension of organisational culture attenuates the effectiveness of organisational communication.

In order to test the hypotheses mentioned above while also presenting empirical data that address the research study's objectives, the Pearson Correlation Factor was conducted between every one of the 13 dimensions that were observed under the power distance construct against all of the 16 observed dimensions under the organisational communication. The outcome of this exercise consolidated from sections 5.5.1 and 5.5.2. above is presented in the 13x16 table of Pearson Correlation Factors below. (Table 19).

For completeness, since the power distance dimension had 2 columns of data sets resulting from the factor extraction and organisational communication had 3 columns of data sets. The research study found that a "third" factor ought to be introduced to ensure that the Pearson Correlation Factor calculations between the dimensions in the power distance dimension and organisational communication were done uniformly across columns of 3 data sets for both constructs. This meant that an arbitrary factor was

introduced under power distance, such that the correlation factor between that arbitrary factor and all the dimensions in the power distance dimension was 0 (zero).

As previously explained per correlation factor considerations, any correlation factor such that r = 0 suggests that there exists no observable relationship between those fields. This is the statistical equivalence of multiplying any number X by 1. The answer will always be X; hence the multiplication step by 1, in no way changed and/or affected the result of the equation. With that in mind, the Pearson Correlation Factors between the power distance dimensions against the organisational communication are displayed in the Pearson Factor Correlation Table 19.

Power Distance Dimensions	Organisational Communication Dimensions															
	Satisfaction	Trust	Online channels	Directionality - lateral	Directionality - downward	Influence	Accuracy	Face-to-face	Directionality - upwards	Desire for interaction	Mobility	Gatekeeping	Voice	Summarisation	Written	Overload
Managerial authority and power	**0.970	**1.000	-0.557	-0.146	-0.481	**0.906	**0.979	**0.592	**0.551	0.381	**0.973	-0.042	-0.367	-0.087	**0.587	-0.416
Disagreement with management decisions	**0.948	**0.997	**-0.618	-0.071	-0.413	**0.871	**0.992	**0.652	**0.613	0.45	**0.988	0.034	-0.295	-0.011	**0.647	-0.484
Downward consultations	**0.962	**0.999	**-0.580	-0.118	-0.456	**0.893	**0.985	**0.615	**0.575	0.407	**0.979	-0.014	-0.34	-0.058	**-0.61	-0.442
Personal influence	**0.964	**1.000	**-0.576	-0.123	-0.460	**0.895	**0.984	**0.611	**0.571	0.402	**0.978	-0.019	-0.345	-0.063	**0.606	-0.437
Fear of expression	**0.995	**0.990	-0.428	-0.290	**-0.605	**0.958	**0.958	0.467	0.422	0.24	**0.929	-0.189	**-0.5	-0.233	-0.461	-0.277
Employee opinion acceptance	**1.000	**0.970	-0.334	-0.386	**-0.683	**0.982	**0.899	0.375	0.328	0.141	**0.886	-0.288	**0.585	-0.33	-0.369	**-0.179
Managerial task delegation	**0.975	**1.000	**-0.540	-0.166	-0.499	**0.914	**0.975	**0.576	**0.534	0.362	**0.968	-0.062	-0.386	**-0.107	**-0.57	-0.397
Hierarchical privileges	**0.926	**0.989	**-0.667	-0.006	-0.354	**0.837	**0.998	**0.699	**0.662	**0.506	**0.996	0.098	-0.233	0.053	**0.694	**-0.539
Informal interactions	**0.972	**1	**-0.55	-0.153	-0.487	**0.909	**0.978	**0.586	**0.545	0.374	**0.971	-0.05	-0.374	-0.094	**0.581	-0.409
Decision-making style preference	-0.336	**-0.551	**1	**-0.741	-0.462	-0.151	**-0.712	**-0.999	**-1	**-0.98	**-0.732	**-0.807	**0.569	**-0.78	**0.999	**0.987
Decision-making style	**-0.851	**-0.952	**0.781	-0.159	0.194	**-0.735	**-0.995	**-0.808	**-0.777	**-0.642	**-0.997	-0.261	0.069	-0.218	**0.804	**0.671
Obey leadership (Hierarchy)	**-0.849	**-0.95	**0.784	-0.163	0.19	**-0.733	**-0.994	**-0.81	**-0.78	**-0.645	**-0.997	-0.265	0.065	-0.222	**0.806	**0.674
Power concentration	**-0.878	**-0.967	**0.746	-0.105	0.247	**-0.771	**-0.999	**-0.774	**-0.742	**-0.599	**-1	-0.208	0.124	-0.164	**0.77	**0.629

Table 19: Pearson Correlations Summary

Note: Assume *r* represents the correlation factor. Correlation is significant where 0.5 <= |r| <= 1. Correlation results with the double asterisk (**) represent the strongest correlation between power distance Dimensions and organisational Communication.

First and foremost, it is imperative to reiterate the ranges that define the strength of a correlation factor and what that says about the dimensions that have been paired together.

The consensus is that the range below is a fair assessment of the strength of the correlative relationship(s) between data sets: 0<= |r| < 0.3 represents very low correlation, 0.3<= |r| < 0.5 represents moderate correlation, 0.5 <= |r| <= 1 represents strong correlation, and - |r| = 0 represents no correlation.

The first takeaway from the Pearson Correlation Factor table 19 is that it is 13 dimensions from the power distance constructed by 16 dimensions from organisational communication dimensions. This yielded 208 different Pearson Correlation Factors measurements dimension by dimension. Interestingly enough, of all the 208 different result outputs, no single pair of dimensions between the power distance construct and organisational communication failed to provide evidence of an observable relationship. That is a 100% return. Those relationships might be strong, moderately strong, weak, progressive, or regressive; what is of importance to this research study is that a conclusive observable relationship remains for each scenario. With this in mind, before getting to hypothesis testing, the research study has already produced quantitative proof that there is an observable relationship between the power distance dimension and the organisational communication at a construct level.

Furthermore, the Pearson Correlation Factor Table 19 clearly illustrates which pair of dimensions, relative to their Pearson Correlation Factor, have a strong correlation, a moderate correlation, or a weak correlation. Considering the fact that there are 208 output results from the table, a deduction of 59.1 % (123/208) of the correlation factors represents a strong correlation between the pair of dimensions under investigation at a time. Additionally, Pearson Correlation Factor table 19 also provides an overview of which dimension of power distance construct exhibit a moderately strong relationship between themselves and the dimension from organisational communication construct that was observed.

To this end, one can deduce that 15.9 % (33/208) of the Pearson Correlation Factors returned a moderately strong relationship between the pair of dimensions. Finally, the Pearson Correlation Factor table 19 also shows that 25% (52/208) of the Pearson Correlation Factors returned a Pearson Correlation Factor depicting a weak observable relationship between the dimensions.

Next, the Pearson Correlation Factors table 19 allows the observer to make conclusions regarding the data of Pearson Correlation Factors as it relates to the progressive or regressive nature of the relationship between the dimensions observed under the power distance construct and those dimensions observed under organisational communication construct. At an overview level, the table provides conclusive evidence that of the 208 relationship coefficients under scrutiny, 55% (115/208) of them represent an inversely proportional relationship between the two sets of dimensions, whilst 45% (93/208) of the relationship coefficients represent a directly proportional relationship between the 2 sets

of dimensions.

Furthermore, referencing the Pearson Correlation Factors table 19, the research study can present how each dimension observed under the power distance construct affects dimensions observed under the organisational communication construct. As well as the pervading, general nature of the proportionality of the relationship(s) between the dimensions from the power distance construct against each of the 16 dimensions observed under the organisational communication construct. Therefore, the average correlation factor for each of the 13 power distance dimensions, when paired with all of the 16 16 from organisational communication, can be presented as managerial authority and power: r = 0.229, disagreement with management decisions: r = 0.250, downward consultations: r = 0.237, personal influence: r = 0.236, fear of expression: r = 0.186, employee opinion acceptance: r = 0.152, managerial task delegation: r = 0.224, hierarchical privileges: r = 0.267, informal interactions: r = 0.227, decision-making style preference: r = -0.365, decision-making style: r = -0.305, obey leadership (Hierarchy): r = -0.306, and power concentration: r = -0.293.

From this data set of Mean values regarding how each power distance dimensions relate to each dimension under organizational communication, deductions are made that 69% (9/13) of the power distance dimensions have a directly proportional relationship with organisational communication. Whilst 31% (4/13) of the power distance dimensions have an inversely proportional relationship with organisational communication dimensions. Moreover, 76.9 % (10/13) of the power distance dimensions have shown themselves to generally have a weak, observable relationship with the organisational communication dimensions largely because the Mean values of their correlation factors when cast against each of the 16 organisational communication satisfies the condition 0<= |r| < 0.3. Additionally, 23.1% (3/13) of the dimensions have shown a moderately strong observable relationship with the organisational communication dimensions. Despite the strength or directionality of the relationship, the relationship remains observable.

5.6.1. Hypothesis 1(a) results

Hypothesis (1) suggests a clear and observable proportional relationship between power distance and organisational communication constructs. Moreover, when testing this hypothesis, the primary objective was to determine the role of power distance dimension of culture on organisational communication. This will satisfy research objective 1. Additionally, a secondary objective in testing this hypothesis is assessing which dimension of organisational communication was mostly affected by the power distance

dimension to satisfy research objective 2.

In order to scrutinize the hypothesis while also establishing a quantitative resolution to the primary objective of the hypothesis, a prime methodology of testing hypothesis H1(b) was to consider the Mean values for each of the 16 organisational communication dimensions when observed alongside dimensions of the power distance construct. That data set reflected: satisfaction: $r = 0.446$, trust: $r = 0.425$, online channels: $r = -0.118$, directionality - lateral: $r = -0.202$, directionality - downward: $r = -0.328$, influence: $r = 0.444$, accuracy: $r = 0.388$, face-to-face: $r = 0.137$, directionality - upwards: $r = 0.116$, desire for interaction: $r = 0.031$, mobility: $r = 0.380$, gatekeeping: $r = -0.159$, voice: $r = -0.287$, summarisation: $r = -0.178$, written: $r = -0.134$, and overload: -0.048.

The above data set of Mean values relates to how the dimensions under organisational communication relate to the power distance dimensions. It can be observed that all of the 16 organisational communication dimensions have an observable relationship with the power distance dimensions. That translates to a 100% conversion rate in determining observable relationships between the organisational Communication dimensions relative to power distance.

5.6.2. Hypothesis 1(b) results

This hypothesis suggests that a clear and observable inversely proportional relationship between power distance and organisational communication should exist. In relation to satisfying objective 2 of the research study, hypothesis H1(b) not only sought to answer the question regarding the nature of the proportionality between power distance and organisational communication but also had the objective of determining which of the dimensions under organisational communication was the most susceptible to the influence of power distance. To this end, the research study considered the strength of each correlation of each dimension under organisational communication and its relation to power distance. Guided by the range: $0 <= |r| < 0.3$ represents very low correlation, $0.3 <= |r| < 0.5$ represents moderate correlation, and $0.5 <= |r| <= 1$ represents strong correlation.

It can then deduce that from the data set above, 37.5 % (6/16) of the Mean values of each of the dimensions under organisational communication as they relate to power distance represent a moderately strong relationship, whilst 62.5% (10/16) represents a weak relationship. By looking at the data set above, the research study has presented evidence on which dimension under organisational communication construct was most

affected and influenced by the power distance dimension and all its dimensions as influence: r = 0.444.

Furthermore, by observing and studying the above data set, one can determine that 50 % (8/16) of the organisational communication dimensions will have a directly proportional relationship with power distance, and 50 % (8/16) of the organisational communication dimensions will have an inversely proportional relationship with power distance. Therefore, since hypothesis H1(b) suggested that "power distance dimension of organisational culture attenuates effectiveness of organisational communication", - this hypothesis holds true for 50 % of the dimensions under organisational communication. Consequently, hypothesis H1(b) does not hold true for 50 % of the dimensions under organisational communication. An interesting observation from this is that despite the proportionality of the relationships between the dimensions under organisational communication and power distance, a pervasive interdependent relationship holds for all dimensions under organisational communication and all dimensions under power distance.

5.7. HYPOTHESES TESTING CONCLUSION

From the empirical data provided, a conclusion can be drawn that hypothesis H1(a) only holds true for 69% (9/13) of the power distance dimensions, whilst 31% (4/13) of the data set is divergent from hypothesis H1(a). Therefore, there is always an observable relationship between the power distance construct and organisational communication construct. Subsequently, when addressing the primary objective for hypothesis H1(a), the research findings lead one to believe that power distance will have a direct or inversely proportional relationship with organisational communication. Hence providing empirical evidence to ascertain the primary objective that power distance will have a role in organisational communication. However, that influence's progressive or regressive trajectory will depend on a dimension-by-dimension basis, i.e., the strength or weakness is driven at a dimension level.

The results validated hypotheses 1(a) and 1(b) by demonstrating a direct and inversely proportionate relationship between power distance and organisational communication. The findings also confirmed the direct and inverse relationship between the 13 dimensions of power distance and the 16 dimensions of organisational communication. Thus, objectives 1 and 2 of the research study were met by illustrating the relationship between the two constructs and the extent of that association at the dimension level. As a result, power distance can either attenuate or strengthen organisational

communication. The results further answer the research question in that the impact of power distance on organisational communication is significantly high both at a construct and a dimension level, as proved by the direct and inverse proportional relationship.

Therefore, the null hypothesis is rejected for this research study and the positive hypothesis is supported as summarised in table 20 below.

Research objective	Hypothesis	Results
Objective 1: To determine the role of power distance dimension of culture on organisational communication.	H1(a): Power distance (PD) dimension of organisational culture strengthens the effectiveness of organisational communication.	Supported
Objective 2: Assessing which dimension of organisational communication was mostly affected by the power distance dimension.	H1(b): Power distance dimension of organisational culture attenuates the effectiveness of organisational communication.	Supported

Table 20: Hypothesis testing outcomes

The results presented above also succinctly answer the research question: **What is the impact of power distance dimension of organisational culture on the effectiveness of organisational communication?**

Based on the positive testing of both hypotheses 1(a) and 1(b), the answer to the research study question is a confirmation that power distance dimension of organisational culture has a direct and inverse impact on the effectiveness of communication in organisations.

Lastly, the results discussed above enable the deduction of the research study theoretical model (figure 26), which illustrates interactions of the various categories between power distance and organisational communication constructs at a dimension level. Illustrated at an aggregated level, the complex dimension interaction is succinctly illustrated in figure 27 in section 5.5.5 and moreover, discussed in detail in the preceding sections.
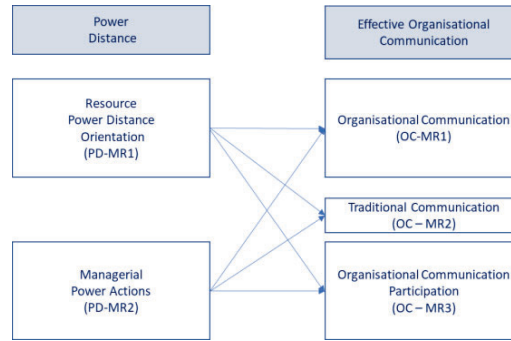
Figure 27: Research study conceptual model (Author's own)

5.8. CHAPTER 5 CONCLUSION

The basis and purpose of the analysis of the results above were to determine and provide evidence of an observable relationship between each observed dimension under specific factors and conditions. For instance, the power distance dimension had 13 observed dimensions that were studied under two factors, namely PD-MR1 (power distance orientation) and PD-MR2 (power distance actions).

The evidence of the observable relationship between the 13 dimensions and the two factors is outlined in section 5.5.1. Consequently, the same exercise was repeated for the organisational communication dimensions with the intended purpose of studying any observable relationship between the 16 observed dimensions against the three factors, namely, OC-MR1 (Interpersonal dimensions), OC-MR2 (Modality), OC-MR3 (Interactions). The detailed analysis of the findings of this exercise is outlined in detail in table 19 below. Having studied how each dimension under the respective constructs (power distance and organisational communication) relates to the factors in those dimensions presented the research study with adequate source and consolidated data as a means and way of testing the research study hypotheses.

As can be gleaned from the presented matrix in table 19 and considering the detailed results overview given above, it has been proven that there is both a direct and an inversely proportional relationship between power distance and organisational communication at a construct level. This has been proven both at the descriptive and factor analysis level. The results analysis went further to illustrate that at a dimension level, the same relationship exists, as detailed in the sections above. The next chapter will synthesise the results presented in this chapter with the literature review outcomes to test the results on a theoretical basis.

CHAPTER 6: RESEARCH RESULTS ANALYSIS

The previous chapter's objective was to present the findings of the research study survey in the form of descriptive statistics, factor analysis, and finally, the comprehensive Pearson Correlation Factor analysis of the power distance and organisational communication constructs, as well as their respective dimensions. Chapter 5's entire exercise was predicated on and intended to determine and provide quantified evidence of an observable relationship between the two constructs and each of their respective observed dimensions (under specific factors and conditions).

Factor actor analysis of 13 power distance dimensions resulted in 2 extracted factors, namely PD-MR1 (power distance orientation) and PD-MR2 (power distance actions). The evidence of the observable relationship between the 13 dimensions and the two factors is outlined in detail in 5.5.1 above. Consequently, the same exercise was repeated for the organisational communication's 16 dimensions which, after running factor analysis, resulted in 3 factors, namely, OC-MR1 (Interpersonal variables), OC-MR2 (Modality), and OC-MR3 (Interactions). The analysis of this exercise's findings was outlined in detail in section 5.5.2. above.

This research study successfully performed adequate quantitative testing of the research study hypotheses, which enabled it to provide justifiable responses to the research study objectives and the research study question. This was accomplished by studying the results of how each dimension under the respective constructs related to the extracted factors and, subsequently, the aggregated categories. As a result, the purpose of this chapter is to bring together the findings of the data analysis reported in Chapter 5 and the findings of the literature review presented in Chapter 2. Consequently, the fundamental objective of this synthesis is to validate the findings of the research study with theoretical underpinnings in order to establish the legitimacy of the overall research project.

Before reaching a conclusion, the rest of this chapter will provide an overview of each investigated hypothesis, summarise the findings, and discuss the findings in the context of the literature review. In addition, the research question will be answered, and the foundation for the answer will be supplied to the reader.

6.1. RESEARCH OBJECTIVES AND HYPOTHESES SUMMARY

This hypothesis suggests a clear and observable proportional relationship between power distance and organisational communication constructs. Moreover, when testing

this hypothesis, the primary objective was to determine the role of the power distance dimension of culture on organisational communication and its relative effectiveness in driving organisational activities. The research objective and hypothesis model to be tested is presented below:
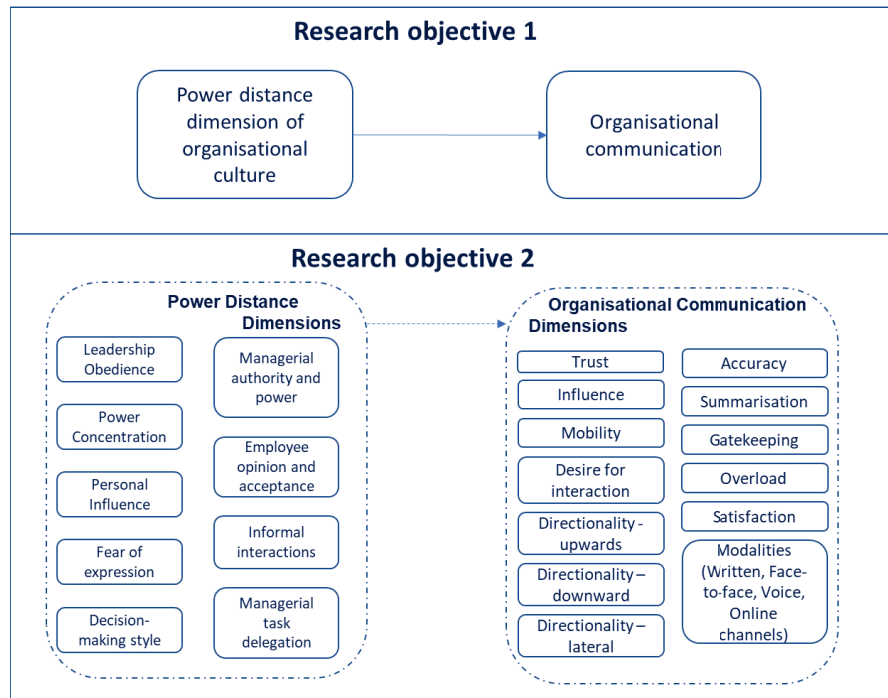
Figure 28L *Research study hypothesis model*

Objective 1: To determine the role of power distance dimension of culture on the effectiveness of organisational communication.

H1 (a): Power distance dimension of organisational culture strengthens the effectiveness of communication.

H1 (b): Power distance dimension of organisational culture attenuates the effectiveness of communication.

It was concluded in chapter 5 that the H1(a) and H(1(b) were supported by the data results, contrarywise implying that the null hypothesis is rejected. It was confirmed that a dimension interaction measurement of 13 dimensions from the power distance construct by 16 dimensions from organisational communication (13x16 =208) exercise through Pearson Correlation revealed a 100% correlation return. This means there was

a statistically significant observable relationship between power distance construct and organisational communication construct. The results illustrated that power distance constructs a conclusive direct and inverse proportional relationship with organisational communication, implying that when power distance increases, so does organisational communication. The inverse is true – thus, the conclusion is that power distance does indeed strengthen organisational communication.

At a construct level, it was confirmed that 55% (115/208) of them represent an inversely proportional relationship between the two sets of dimensions, whilst 45% (93/208) of the relationship coefficients represent a directly proportional relationship between power distance construct and organisational construct. The direct relationship is further demonstrated by descriptive statistics from the glm analyses, which revealed that gender significantly predicted outcomes of power across six dimensions (power concentration - median scores: 4 vs 3.5; influence - median scores 4 vs 3, disagreement with management decisions - median scores 4.5 vs 4; and face-to-face meetings - median scores 4 vs 3) and the subsequent interaction with organisational communication.   In contrast to males, women in the survey thought that power distance orientation impacts communication efficacy. The results were reliable, considering that women comprised most of the respondents (66.7%).

These findings are supported by literature, which revealed that organisational communication had been deemed an important component in driving organisational activities and strategy execution. However, the literature propositioned that the role of power distance orientation of individuals in the organisations (one with power (O) and one without power (I)) influences the effectiveness of communication. A recent study from Kuwaiti's public sector organisations better illustrates the role of power distance on communications as they provide that communication is a critical component of strategy execution; however, they positioned that the role of communication was severely mediated by the power distance orientation of Interviewees (27) leading to the conclusion that there are three cultural variables that have a direct impact on communication: 1) cultural tension, individual authority, and social networks (Al-Mansour & Obembe, 2020)

The literature review further argued that when the working environment restricts freedom of expression by erecting barriers that instil fear of expressing oneself, participation suffers (Adams et al., 2020; Arieli et al., 2020). Additionally, it was positioned that the cultural orientation of a country will inadvertently influence organisational culture(Hofstede et al., 2005; House et al., 2004; Minkov & Hofstede, 2011). Thus,

supporting results of the descriptive statistics wherein results illustrate that gender predicts a pattern of behaviour in relation to power and subsequent ability to interact within an organisational context. For example, depending on the ethnic origin in South Africa, some female employees will likely have a high power orientation over their male counterparts based on the deep-rooted culture within their clans biased towards women being the weaker gender (Afọlayan & Afolayan, 2004). According to the findings of the research study and the review of the previous related literature, there is a consistent consensus that power distance orientation has both the strengthening (H1a) and attenuating (H1b) effect on how effective communication is carried out. Objective 1 has been satisfied.

Despite this, the purpose of the research study required that the level of influence is quantified and that a test be conducted to determine whether or not there were dimensions of organisational culture that were more influential in the relationship with organisational communication than others. To this end, despite hypothesis 1(a) being supported by the findings of the research study and the literature review, it was still necessary to test this at the level of a dimension. In the following paragraph of this chapter, we will analyse this task.

> **Objective 2:** Assessing which dimension of organisational communication was mostly affected by the power distance dimension
>
> **H1 (a):** Power distance dimension of organisational culture strengthens the effectiveness of communication.
>
> **H1 (b):** Power distance dimension of organisational culture attenuates the effectiveness of communication.

To satisfy objective 2, which needed to measure the extent that power distance impacts organisational communication at a dimension level, the following findings were made in chapter 5. From the 208-dimension interaction output results, 59.1 % (123/208) of the correlation factors represented a strong correlation between the pair of dimensions, 15.9 % (33/208) returned a moderately strong relationship, and 25% (52/208) of the Pearson depicted a weak observable relationship between the pair of dimensions as extracted from table 19. Additionally, it was concluded that 50 % (8/16) of the organisational communication dimensions would have a directly proportional relationship with power distance, and 50 % (8/16) of the organisational communication dimensions would have

an inversely proportional relationship with power distance. The findings also confirmed the direct and inverse relationship between the 13 dimensions of power distance and the 16 dimensions of organisational communication. Thus, each dimension observed under the power distance construct affects dimensions observed under the organisational communication construct in some way or another.

Detailed evidence of which factors have a direct relationship and which have an inverse relationship can be gleaned from table 19. For example, it can be gleaned from the results that gatekeeping will have an inverse relationship with all power distance dimensions, same as downward communications also impacted negatively by all power distance dimensions. An interesting observation from this is that despite the proportionality of the relationships between the variables under organisational communication and power distance, a pervasive interdependent relationship holds for all dimensions under organisational communication and all dimensions under power distance.

From a literature perspective, there has been a call to determine the interaction between dimensions of constructs that have been proven to have an impact on strategy execution outcomes, such as organisational culture, structure, communication, leadership, systems, and employee commitment (Crittenden & Crittenden, 2008; Dalcher, 2019; de Oliveira et al., 2019; Tawse & Tabesh, 2021; Weiser et al., 2020). This is what informed research objective 2 of the research study. Accordingly, the literature supports the outcome of the dimension testing. This is evidenced by the assertion that organisational resources are also affected by the quality of communication, hypothesising how subtle power distance dimensions such as trust, authority, and gatekeeping can attenuate the quality of communication (Mukherjee et al., 2021; Standaert et al., 2022). Furthermore, communication can be upwards, downward, or lateral, with upward communication (subordinate to superior) reflecting the power orientation of the one with less power. Furthermore, Weiser et al. (2020) validated the role that certain dimensions of power distance play in the interaction of resources within an integrated strategy execution process. They offered that power distance interpersonal (such as rhetoric, incentives, social practises, discourse, emotions, and interactions) greatly influences the feedback (upward communication) loop in the strategy execution process, resulting in the failure of implementations.

According to the findings of the research study and the review of the previous related literature, there is a consistent consensus that power distance orientation has both the

strengthening (H1a) and attenuating (H1b) effect on how effective communication is carried out at a dimension level—furthermore, outlining the interaction between the dimensions within power distance construct and organisational communication construct. Objective 2 has thus been satisfied.

6.2. RESEARCH OBJECTIVES AND HYPOTHESES SUMMARY

Objective 1: To determine the role of power distance dimension of culture on effectiveness of organisational communication.

Objective 2: Assessing which dimension of organisational communication was mostly affected by the power distance dimension

From this perspective, the research study conceptual model is adopted as supported based on the hypotheses testing and satisfaction of research study objectives.
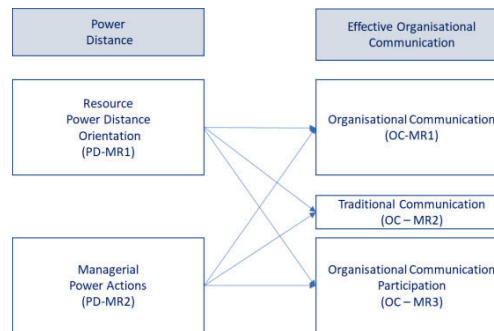
Figure 29: Adopted research study model

6.3. CHAPTER 6 CONCLUSION

Chapter 6 sought to synthesise the resport findings to literature. To this end, this was achieved resulting in the research study model being adopted as it was supported by both literature review and research data results.

The primary objective of this research study was to determine the effect of organisational culture's power distance dimension on the effectiveness of organisational communication in the context of strategy execution. Furthermore, the magnitude of the relationship at a dimension level had to be further determined. To offer context, Chapter 2 included a literature review of the power distance dimension of organisational culture, organisational communication, and strategy execution. Based on a literature review, the research study hypothesised in Chapter 3 that power distance strengthened organisational communication (H1a) or attenuated organisational communication (H1b). Chapter 4 presented the research methodology, which was quantitative in nature and used confirmatory factor analysis to reduce factors throughout the analysis to evaluate these hypotheses. The results were reviewed in Chapter 5, culminating in the synthesis with a literature review in Chapter 6. Conclusions supported both hypotheses, and a research study model was proposed. Thus, the purpose of this chapter is to consolidate all of the work done and to conclude the research study by summarising the findings, outlining the implications, stating the theoretical contributions and limitations, and finally, providing pearls of wisdom on possible future research to improve the findings.

7.1.   PRINCIPAL FINDINGS

The research study was aimed at answering this question: What is the impact of power distance dimension of organisational culture on the effectiveness of organisational communication? The answer to the research question was provided through the testing of the two hypotheses and satisfying related objectives.

7.1.1.   Key literature review findings

Table 21 below outlines key literature that was used to enable research study outcomes.

Component of literature review	Main contributing references
Organisational culture definitions	(Gregory et al., 2009; Hofstede, 1984; Kroeber et al. 1952; Martin & Siehl, 1983; Schein, 2004; Uttal, 1983; Van Maanen & Schein, 1977)
Definition and theoretical framework of power distance	(Hofstede et al., 2010; House et al., 2004)
Dimensions of organisational culture and power distance	Hofstede et al., 2010; House et al., 2004; Lam & Xu, 2019; Winterich et.al., 2008; Elias,

Component of literature review	Main contributing references
	2008; Peiró and Meliá, 2003; Adams et al. (2019); Ahearne et.al., 2014; Tourish, 2005; Jarzabkowski & Sillince, 2007
Definition and role of organisational communication	de Oliveira et.al., (2019)
Components of effective communication	Postmes et.al., (2001)
Dimensions of organisational communication	Jarzabkowski & Sillince, 2007; Mohanty & Mohanty, 2018; Roberts & O'Reilly, 1974; Tourish, 2005; Tynan, 2005)
Comprehensive strategy execution definition	de Oliveira et.al., (2019)
Strategy execution approach	Weisser e.al., 2020
Strategy execution dimensions	de Oliveira et.al., (2019); Weisser e.al., 2020; Zheng et al., 2010; Friesl et al., 2021; Postmes et.al.,2001; Ahearne et.al., 2014; (Tawse & Tabesh, 2021 ; Jarzabkowski & Sillince, 2007

Table 21: key literature review findings

7.1.2. Hypothesis 1(a) principal findings

Based on the outcomes of both the factor analysis and Pearson Correlation analysis of both power distance and organisational constructs, it was found that there is a significant correlation between the constructs. A directly proportional relationship was determined between power distance dimension of organisational culture and organisational communication.

7.1.3. Hypothesis 1(b) principal findings

Based on the outcomes of both the factor analysis and Pearson Correlation analysis of both power distance and organisational constructs, it was found that there is a significant correlation between the constructs. An inverse proportional relationship was determined between power distance dimension of organisational culture and organisational communication.

7.1.4. Objective 1 principal findings

Objective 1 of this research study sought to determine the role of power distance

dimension of organisational culture on organisational communication. It was confirmed that both a direct (H1a) and inverse (H1b) proportional relationship existed between the two constructs. Thus, confirming the strengthening and attenuating role that organisational culture's power distance dimension has on organisational communication's effectiveness.

7.1.5. Objective 2 principal findings

Objective 2 of this research study sought to determine which dimension of organisational communication was mostly affected by power distance dimension of organisational culture on organisational. It was confirmed that 59.1 % (123/208) of the correlation factors represented a strong correlation between the pair of dimensions, 15.9 % (33/208) returned a moderately strong relationship, and 25% (52/208) of the Pearson depicted a weak observable relationship between the pair of dimensions. Thus, confirming the strengthening and attenuating role that power distance dimension of organisational culture has on the effectiveness of organisational communication at a dimension level.

7.1.6. Research question answer

> **Research study question:** What is the impact of power distance dimension of organisational culture on effectiveness of organisational communication?

The answer to the research question is the impact of the power distance dimension of organisational culture can strengthen communication or attenuate it. As per the data results, the two constructs' relationship between the 2 constructs is directly and inversely proportional.

7.2.   RESEARCH STUDY IMPLICATIONS FOR BUSINESS

The research study was a response to an academic invite by Weiser et al. (2020) when they made an academic call for an investigation into "How do different structures, controls, and incentives influence the effectiveness of feedback loops in strategy implementation plan conceptualising, strategy enacting, and strategy (re) conceptualising stages?" (p. 69). Of primary interest to this research study was to expand what structures, controls, and feedback loops are needed to enhance further the strategy execution process within an integrated view (adaptive turn) model defined by Weiser et.al., (2020).

The angle for responding to the academic invitation was premised on determining factors

that contribute to the effectiveness of the feedback loop and resource interactions, hence the research interest in organisational communication. This was further supported by Friesl et.al. (2021) when they further emphasised the importance of communication and interpersonal interaction and their subsequent impact on strategy execution. Thus, the second interest was to focus on power distance dimension of organisational culture. Thus, the implication to business is the confirmation that organisational need to pay attention to power distance orientation due to its subtle influence on the effectiveness of their organisational communication initiatives; conversely, this also impacts their ability to execute their strategies. Noting the challenges businesses face and the agility required to respond, it is hoped that the dimensions outlined in the research study will nudge businesses to start understanding the nuances of power networks, politics, and interaction as they have a noticeable impact on their business activities and effectiveness of communication.

Further, this study unpacked elements contributing to employees' silent withdrawal from participating in organisational activities and how the power orientation of both employees and managers drives that. It is the wish of this research study that unpacked dimensions can be paid attention to by businesses to enable effective management of communication.

7.3. THEORETICAL CONTRIBUTION

The research study sought to contribute to the organisational culture, organisational communication, and strategy execution body of knowledge. More specifically, the power distance dimension of organisational culture. The research findings have significant theoretical implications in that:

- The research study derived dimensions of organisational communication and power distance from a myriad of literature, thus closing the glaring gap that researchers highlighted prior (Jarzabkowski & Sillince, 2007; Mohanty & Mohanty, 2018; Roberts & O'Reilly, 1974; Tourish, 2005; Tynan, 2005).
- The research study closed a significant gap in testing relationships between two constructs that have been proven to impact strategy execution at a dimension level directly. The analysis of 208 interdependent relationships (16 dimensions of organisational communication and 13 dimensions of power distance - 13X16) is significant within the literary world. The ability of this research study to positively test the relationships between these dimensions and conclusively determine the direct and inverse relationships was an achievement worth noting.

7.4. LIMITATIONS OF THE RESEARCH STUDY

The limitation of this study has been finding recent consolidated literature to extrapolate dimensions of both power distance and organisational culture. To this end, the research study utilised an old organisational scale, but Roberts and O'Reilly (1974) as the organisational communication scales found in literature did not align with the dimensions of organisational culture derived from various literature. However, it is noted that the older the scale, the more reliable as it has been used multiple times by various researchers.

7.5. SUGGESTIONS FOR FUTURE RESEARCH

Further research on the power distance orientation using qualitative methods may impact the study's outcome as the researcher will have an opportunity to ask clarifying and qualifying questions. Furthermore, a longer study not time-boxed would benefit the body of knowledge to test each dimension in detail and observe the interactions within a real-life scenario to conclude unspoken language such as body language. Thus, future research is recommended to test the interaction of the 29 dimensions on a prolonged basis and determine whether the result will differ from this research study.

7.6. CHAPTER 7 CONCLUSION

The research study sought to demonstrate that the power distance dimension of culture is a pervasive construct that, when observed closely beyond just the normal low and high orientation context, has dimensions derived from social sciences that drive interpersonal relationships in ways that can strengthen or weaken the relationship. Determining its attenuating role in organisational communication is a breakthrough for organisational culture studies and strategy execution. This is because, with the ever-growing challenges in the global economy and the flattening of borders, it has become imperative now more than ever for organisations to rally their resources, which is dependent on high employee participation. This research study highlighted the important role of power distance in this regard.

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Cengage Learning.

ANNEXURE A: ETHICAL CLEARANCE APPROVAL

Figure 30: Ethical clearance

ANNEXURE B: SURVEY CONSENT

MPhil Strategic Management (CS) Research Survey:

Dear Respondent,

I am currently conducting research in partial fulfilment of completing my qualification for MPhil Strategic Management (Corporate Strategy) with University of Pretoria's Gordon Institute of Business Science (GIBS). My research topic is **assessing the role of power distance on effective organisational communication.** To that end, you are asked to complete a survey that should take no more than **15 minutes** of your time. **Your participation is voluntary, and you can withdraw at any time without penalty. Your participation is anonymous and only aggregated data will be reported.** By completing the survey, you indicate that you voluntarily participate in this research.

Thank you for your time and participation.

If you have any concerns, please contact my supervisor or myself.

Our details are provided below.

Researcher name: Pulana Ngwasheng

Email: 99121817@mygibs.co.za

Phone:0747056486

Research supervisor name: Dr Tracey Toefy

Email: ToefyT@gibs.co.za

ANNEXURE C: RESEARCH SURVEY

Research topic:

Assessing the role of power distance on effective organisational communication

Instructions:

This survey is broken down into three (3) sections as outlined below

    a. **Section 1 – Demographic information**
- To understand your profile and pose survey control questions.

    b. **Section 2 – Power Distance dimension of Organisational culture**
- You are required to articulate your understanding of power distance within your organisation.

    c. **Section 3 – Organisational Communication**
- You are required to articulate your experience of organisational communication within your organisation.

Please complete all questions.

Thank you.

All questions are mandatory except question **8, which you only answer if you have answered YES to question 7

Section 1 – Demographic information (Author's own)

1. Gender (How do you classify yourself)

    Male

    Female

    Other

    Not specified

2. Position level

    Entry level professional

    Non-Manager

    Specialist

    Junior Manager

    Senior Manager

    Executive

3. Years of overall working experience in a professional setting

    <2 years

    Between 2 and 10 years

> 10 years

4. Years of experience in your current organisation

   o   <2 years

   o   Between 2 – 10 years

   o   >10 years

5. Type of industry

   Public (Government)

   Private

6. Size of your organisation

   <100 employees

   Between 100 and 1000 employees

   >1000 employees

7. Do you have employees reporting to you?

   o   Yes

   o   No

8. **How many employees report to you?

   <10

   Between 10 and 20

   >20

Section 2 – Power Distance dimension of Organisational culture
Hofstede IBM survey as expanded by the GLOBE project (House et al., 2004; Minkov & Blagoev, 2012)

9. In this organisation, employees are expected to

   ① 1 ② 2 ③ 3 ④ 4 ⑤ 5 ⑥ 6 ⑦ 7

   Obey leaders   Neutral   Question their
   Without question   Leaders when
                                                    In disagreement

10. In this organisation, power is:

   ① 1 ② 2 ③ 3 ④ 4 ⑤ 5 ⑥ 6 ⑦ 7

   Concentrated   Neutral   Shared through-out
   At the top   the organisation

11. In this organisation, a person's influence is based primarily on:

   ① 1 ② 2 ③ 3 ④ 4 ⑤ 5 ⑥ 6 ⑦ 7

   One's ability   Neutral   The authority of
   And contribution   one's position
   to the organisation

12. In this organisation, rank and position in the hierarchy have special privileges:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

13. How frequently, in your experience, are employees afraid to express disagreement with their managers?

1	2	3	4	5
Very Seldom	Seldom	Neutral	Frequently	Very Frequently

14. How would you describe the actual decision-making style of your boss?

1	2	3	4
Autocratic (Tells)	Persuasive (Sells)	Consultative (Consults)	Democratic (Majority votes)

15. What decision making style would you prefer your boss to have?

1	2	3	4
Autocratic (Tells)	Persuasive (Sells)	Consultative (Consults)	Democratic (Majority votes)

Dorfman and Howell's (1988) cultural scales (Clugston et al., 2000)

16. In this organisation, managers make most decisions without consulting subordinates

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

17. In this organisation, managers frequently use authority and power when dealing with subordinates.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

18. In this organisation, managers seldom ask for the opinions of employees.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

19. In this organisation, managers avoid off-the-job social contacts with employees

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

20. In this organisation, employees are not to disagree with management decisions

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

21. In this organisation, managers do not delegate important tasks to employees

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Section 3 – Organisational Communication (Roberts & O'Reilly, 1974)

Trust

22. How free do you feel to discuss with your immediate superior the problems and difficulties you have in your job without jeopardizing your position or having it "held against" you later?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Influence

23. In general, how much do you feel that your immediate superior can do to further your career in this organization?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Mobility

24. How important is it for you to progress upward in your present organization?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Desire for interaction

25. How desirable do you feel it is in your organisation to be in contact frequently with others at the same job level?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Directionality - upward

26. While working, what percentage of the time do you spend in contact with superiors?

1	2	3	4	5	6	7	8	9	10
Very Low percentage				Median percentage					Very High percentage

Directionality – downward

27. While working, what percentage of the time do you spend in contact with subordinates?

1	2	3	4	5	6	7	8	9	10
Very Low percentage				Median percentage					Very High percentage

Directionality - lateral

28. While working, what percentage of the time do you spend in contact with others at the same job level?

1	2	3	4	5	6	7	8	9	10
Very Low percentage				Median percentage					Very High percentage

Accuracy

29. When receiving information from the sources listed below (superior, subordinate, peers), how accurate would you estimate it usually is?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Summarisation

30. When transmitting information to your immediate superiors, how often do you summarize by emphasizing aspects that are important and minimizing those aspects that are unimportant?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Gatekeeping

31. Of the total amount of information, you receive at work, how much do you pass on to your immediate superior?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Overload

32. Do you ever feel that you receive more information than you can efficiently use?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Satisfaction

33. Put a check under the face that expresses how you feel about *communication* in general, including the amount of information you receive, contacts with your superiors and others, the accuracy of information available, etc.?

1	2	3	4	5	6	7
Very unhappy	Unhappy	Somewhat unhappy	Neutral	Somewhat happy	Happy	Very happy

Modalities

34. Of the total time you engage in communications while on the job, about what percentage of the time do you use the following methods:

34.1. Written (Email or otherwise)

1	2	3	4	5	6	7
Very Low percentage			Median percentage			Very High percentage

34.2. Face-to-face

1	2	3	4	5	6	7
Very Low percentage			Median percentage			Very High percentage

34.3. Voice

1	2	3	4	5	6	7
Very Low percentage			Median percentage			Very High percentage

34.4. Online channels

1	2	3	4	5	6	7
Very Low percentage			Median percentage			Very High percentage

Question Number	Question	Renamed variable
Q9	In my organisation, employees are expected to (Select the closest answer)	Obey leadership (Hierarchy)
Q10	In my organisation, power is (Select the closest answer):	Power concentration
Q11	In my organisation, a person's influence is based primarily on (Select the closest answer):	Personal influence
Q12	In my organisation, rank and position in the hierarchy have special privileges	Hierarchical privileges
Q13	How frequently, in your experience, are employees afraid to express disagreement with their managers?	Fear of expression
Q14	How would you describe the actual decision-making style of your boss?	Decision-making style
Q15	What decision-making style would you prefer your boss to have?	Decision-making style preference
Q16	In my organisation, managers make most decisions without consulting subordinates.	Downward consultation
Q17	In my organisation, managers frequently use authority and power when dealing with subordinates	Managerial authority and power
Q18	In my organisation, managers seldom ask for the opinions of employees	Employee opinion acceptance
Q19	In my organisation, managers avoid off-the-job social contacts with employees	Informal interactions
Q20	In my organisation, employees are not to disagree with management decisions	Disagreement with management decisions
Q21	In my organisation, managers do not delegate important tasks to employees	Managerial task delegation
Q22	How free do you feel to discuss with your immediate superior the problems and difficulties you have in your job without jeopardising your position or having it "held against" you later?	Trust
Q23	In general, how much do you feel that your immediate superior can influence your career growth in your organisation?	Influence
Q24	How important is it for you to progress upward in your present organisation?	Mobility

Question Number	Question	Renamed variable
Q25	How desirable do you feel it is in your organisation to be in contact frequently with others at the same job level?	Desire for interaction
Q26	While working, what percentage of the time do you spend in contact with superiors?	Directionality - upward
Q27	While working, what percentage of the time do you spend in contact with subordinates?	Directionality - downward
Q28	While working, what percentage of the time do you spend in contact with others at the same job level (Peers)?	Directionality - lateral
Q29	When receiving information from the sources listed above (superior, subordinate, peers), how accurate would you estimate the information usually is?	Accuracy
Q30	When transmitting information to your immediate superiors, how often do you summarise by emphasizing aspects that are important and minimizing those aspects that are unimportant?	Summarisation
Q31	Of the total amount of information, you receive at work, how much do you pass on to your subordinates?	Gatekeeping
Q32	33. Do you ever feel that you receive more information than you can efficiently use?	Overload
Q33	Rate how you feel about communication in general in your organisation, including the amount of information you receive, contact with your superiors and the accuracy of information available	Satisfaction
Q34.1	Of the total time you engage in communications while on the job, about what percentage of the time do you use the following methods:	Written
Q34.2	Of the total time you engage in communications while on the job, about what percentage of the time do you use the following methods:	Face-to-face
Q34.3.	Of the total time you engage in communications while on the job, about what percentage of the time do you use the following methods:	Voice
Q34.4	Of the total time you engage in communications while on the job, about what percentage of the time do you use the following methods:	Online channels

Table 22: Data coding