# **TABLE OF CONTENTS**

TABLE OF CONTENTS LIST OF FIGURES		i ix
EXE	EXECUTIVE SUMMARY	
СНА	PTER 1: INTRODUCTORY PERSPECTIVES	
1.1	INTRODUCTION	1
1.2	PROBLEM STATEMENT	2
1.3	OBJECTIVES OF THE STUDY	3
	1.3.1 Main objective of the study	3
	1.3.2 Specific objectives of the study	3
1.4	META-THEORETICAL AND CONCEPTUAL FRAMEWORK	4
	1.4.1 Grand Theory: Intellectual Structure of Communication Fiel	d 5
	1.4.2 Interpersonal Communication Theory	5
	1.4.3 Internal Organisational Theory	6
	1.4.4 Relational Communication Theory	6
	1.4.5 The Pragmatic View of Interpersonal Communication	7
	1.4.6 Systems Theory	7
	1.4.7 Constitutive Process Theory	7
	1.4.8 Decision-making Theory	8
	1.4.9 Functional Approach	8
	1.4.10 Meaning-centred Approach	8
1.5	A FOCUS ON INTERPERSONAL COMMUNICATION	8
	1.5.1 Interpersonal Communication defined	9
	1.5.2 Perception defined	10

1.6	INTERNAL C	DRGANISATIONAL COMMUNICATION	10
	1.6.1 Organ	isational Communication defined	11
1.7	THE REALTI	ONSHIP BETWEEN INTERPERSONAL	
	COMMUNIC	ATION AND ORGANISATIONAL COMMUNICATION	12
1.8	METHOD OF	F INVESTIGATION	13
	1.8.1 Metho	dological Approach	13
	1.8.2 Resea	arch Methodology	14
	1.8.3 Popula	ation	14
	1.8.4 Delimi	itation of the study	15
1.9	DERMACAT	ION OF THE STUDY	15
СНА	PTER 2:	INTERPERSONAL COMMUNICATION AND THEORE PERSPECTIVES	TICAL
2.1	INTRODUCT	TION	17
2.2	PERSPECTI	VES OF INTERPERSONAL COMMUNICATION	18
	2.2.1 Interpo	ersonal Communication as a transaction	18
	2.2.2 Interpo	ersonal Communication as a process	19
	2.2.3 Interpo	ersonal Communication as an interaction	20
	2.2.4 Interpo	ersonal Communication as a creation of meaning	21
2.3	THEORIES (	OF INTERPERSONAL COMMUNICATION	22
	2.3.1 Relation	onal Communication Theory	22
	2.3.2 The si	gnificance of relational theory in interpersonal communic	ation 24
	2.3.2.1	The social construction of self	24
	2.3.2.2	Presenting the self	25
	2.3.2.3	I-it relationships	26
	2.3.3 System	ms Theory of Interpersonal Communication	27
	2.3.4 Social	Communication Theory	30

2.4	MODELS OF INTERPERSONAL COMMUNICATION	31
	2.4.1 The Linear model	31
	2.4.2 The Interactive model	31
	2.4.3 The Tubbs and Moss model	32
	2.4.4 The Pragmatic model	32
2.5	ELEMENTS OF INTERPERSONAL COMMUNICATION	33
	2.5.1 Perception as communication	33
	2.5.2 Roles in interpersonal communication	34
2.6	THE DARK SIDE OF INTERPERSONAL COMMUNICATION	35
	2.6.1 Deception	35
	2.6.1.1 Types of deception	36
	2.6.1.2 The importance of deception in interpersonal relationships	37
	2.6.2 Face work	37
2.7	CONCLUSION	39
CHAI	PTER 3: THE CONTEXT OF INTERNAL ORGANISATIONAL	
	COMMUNICATION	
3.1	INTRODUCTION	40
3.2	APPROACHES TO INTERNAL ORGANISATIONAL COMMUNICATION	41
	3.2.1 Systems Approach	41
	3.2.2 Network Theory	42
	3.2.3 Decision-making Theory	43
	3.2.4 Human Relations Approach	45
3.3	MODELS OF ORGANISATIONALCOMMUNICATION	
	3.3.1 Schein's model of organisational culture	46
	3.3.1.1 Level 1: Artifacts	46
	3.3.1.2 Level 2: Values	47
	3.3.1.3 Level 3: Basic Assumptions	47
	3.3.2 A model of concertive control	48

3.4	ORGANISATIONAL CULTURE AND INTERNAL ORGANISATIONAL				
	COMI	MUNICATION	50		
	3.4.1	Culture as text and artifacts	50		
	3.4.2	Culture as identity	51		
	3.4.3	Culture as organisational cognition	51		
	3.4.4	Culture as climate	52		
	3.4.5	Culture as effectiveness	52		
3.5	FORM	MAL AND INFORMAL COMMUNICATION IN ORGANISATIONS	53		
	3.5.1	Formal communication	53		
	3.5.1.	1 Downward communication	53		
	3.5.1.	2 Upward communication	54		
	3.5.1.	3 Horizontal communication	55		
	3.5.2	Informal communication – the grapevine	55		
3.6	CONC	CLUSION	56		
CHAPTER 4: THE RELATIONSHIP BETWEEN INTERPERSONAL					
		COMMUNICATION AND INTERNAL ORGANISATIONAL			
		COMMUNICATION			
4.1	INTRO	DUCTION	58		
4.2	INTER	PERSONAL COMMUNICATION AS IT OCCURS WITHIN AN			
	ORGANISATION 59				
	4.2.1	Interpersonal relations and organisational culture within an			
		organisation	60		
	4.2.2	Communication networks as interpersonal links within			
		an organisation	61		
	4.2.3	Formal and informal communication from the			
		interpersonal communication perspective	63		
	4.2.3.	1 Superior-subordinate communication	63		
	4.2.3.	2 Informal communication between peers and management	67		

4.3	THEORETICAL IMPLICAT	IONS	68
	4.3.1 Network theory		68
	4.3.2 Social identity within	n an organisation	70
4.4	INTERPERSONAL COMM	IUNICATION AND	
	ORGANISATIONAL COMM	MUNICATION: THE RELATIONSHIP	72
4.5	CONCLUSION		74
CHA	APTER 5: RESEARCH	H METHODOLOGY	
5.1	INTRODUCTION		76
5.2	METHODOLOGICAL PAR	ADIGM	77
5.3	RESEARCH STRATEGY		78
	5.3.1 Biography		78
	5.3.2 Grounded theory		79
	5.3.3 Ethnography		80
	5.3.4 Case study		80
	5.3.5 Phenomenology		81
5.4	RESEARCH METHOD		83
	5.4.1 Qualitative research	ı interview	83
	5.4.2 Types of interviews		84
	5.4.3 Ethical issues in int	erview inquiry	85
5.5	CREDIBILITY OF QUANTI	TATIVE INTERVIEWS	88
5.6	OBJECTIVITY, CREDIBILI	TY AND TRANSFERABILITY	
	IN QUALITATIVE RESEA	RCH	89
	5.6.1 Objectivity in qualita	ative research	89
	5.6.2 Credibility in qualita	ative research	90

	5.6.3 Tra	nsferability and dependability in qualitative research	90
5.7	POPULAT	TION AND SAMPLING	91
	5.7.1 Pop	oulation of the study	91
	5.7.2 Met	hod of sampling	91
	5.7.3 Que	estionnaire design and layout	92
	5.7.4 Red	cording and transcribing	92
	5.7.5 Fiel	d issues and field notes	93
5.8	QUALITAT	IVE DATA ANALYSIS	94
	5.8.1 Typ	es of qualitative analysis	94
	5.8.1.1	Content analysis	95
	5.8.1.2	Discourse analysis	95
	5.8.1.3	Post structuralism	95
	5.8.1.4	Thematic analysis	96
	5.8.2	Making thematic connections	97
5.9	CONCLUS	SION	98
СНА	PTER 6:	EXPOSITION AND RESEARCH FINDINGS	
6.1	INTRODU	CTION	100
6.2	FINDINGS	}	101
	6.2.1 Theme 1: Perspectives of interpersonal communication		101
	6.2.1.1	Interpersonal communication as a transaction	101
	6.2.1.2	Interpersonal communication as a process	104
	6.2.1.3	The impact of interpersonal communication on	
		working relationships	107
	6.2.1.4	Participants' roles in interpersonal communication	
		interactions	110
	6.2.2 The	eme 2: Concepts of internal organisational communication	112
	6.2.2.1	Organisational communication as a formal pattern	112
	6.2.2.2	Organisational communication as a network	115

	6.2.2.3	relationships	116
	622	Theme 3: The perceived role of interpersonal communication within	
	0.2.0	organisations	117
	6.2.3.1	•	
	6.2.3.2	·	
		inside organisations	118
	6.2.3.3		119
	6.2.3.4	The role of interpersonal communication in the accounting	
		profession	120
	6.2.4	Summary of additional comments	121
	6.2.4.1	Other definitions of interpersonal communication	122
	6.2.4.2	2 Personality	122
	6.2.4.3	The grapevine	122
	6.2.4.4	Race, age and language	122
	6.2.4.5	Electronic mail	123
	6.2.4.6	A challenge for management positions	123
6.3	SUMN	MARY OF FINDINGS	124
СНА	PTER 7:	ANALYSIS AND INTERPRETAION OF FINDINGS,	
		RECOMMENDATIONS AND CONCLUSIONS	
7.1	INTRO	DDUCTION	125
7.2	ANAL`	YSIS AND INTERPRETATION OF FINDINGS	126
	7.2.1	Interpersonal communication as a phenomenon	126
	7.2.2	An organisation as a context in which interpersonal communication	
		is experienced	133
	7.2.3	The perceived role of interpersonal communication in organisations	139
7.3	IMPLI	CATIONS FROM FINDINGS	143
7.4	ANSW	ERING THE RESEARCH QUESTION	145

7.5	LIMITATIONS OF THE STUDY AND RECOMMENDATIONS		
	FOR FUTURE STUDIES	147	
	7.5.1 Limitations of the study	147	
	7.5.2 Recommendations for future studies	148	
7.6	CONCLUSIONS	149	
LIST	Γ OF REFERENCES	152	