COMMUNICATION EFFICACY OF SOUTH AFRICAN NATIONAL PARKS: A CASE STUDY OF THE KAROO NATIONAL PARK

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"Dwell in Me, and I will dwell in you. Just as no branch can bear fruit of itself without abiding in the vine; neither can you bear fruit unless you abide in Me. I am the Vine; you are the branches. Whoever lives in Me and I in him bears much fruit. However, apart from Me you can do nothing" Joh 15:4-5

- All the glory to God, my Father in heaven; Jesus Christ my savior and friend; the Holy Spirit who is my Guidance and Comforter
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ABSTRACT

According to the literature review, communication is the key to managing and building relationships in an organisation. To communicate holistically, an organisation needs to communicate internally and externally. Hargie, Dickson & Tourish (1999) state that effective communication is central to business success and Tjosvold (1991) further affirms that communication within and among groups is necessary for innovation. Lubbe & Puth (1994:94) declare that an organisation has its own particular set of role-players with whom it comes into contact. Research indicates that South African National Parks has the following role-players, namely the local community, the government, non-governmental organisation, tourists, donors and sponsors, honorary rangers, farmers, the media, the research community, SANParks' Head Office, other parks and their staff. The effectiveness of communication among the various role-players can be defined as the mutual acceptance of the message by the sender and receiver with minimal blockages to achieve organisational goals. A comprehensive literature review revealed that no research on effective communication in the tourism industry in South Africa could be found; this included research on national parks. This dissertation attempts to address the problem of assessing the effectiveness of the internal and external communication of the Karoo National Park. The reasons being that SANParks is a major tourism-related organisation and that legislation dictates South African National Parks' main functions, of which community relations is a significant one.

The literature study was conducted on communication from a business perspective, the examination of effective communication, the role and function of South African National Parks (SANParks), and community tourism as a key function of SANParks. Quantitative and qualitative research was conducted on the internal and external communication of the Karoo National Park. The internal surveys include: a) interviews with members of SANParks' Head Office in Pretoria, b) interviews with members of the Karoo National Park's management team, and c) an internal communication audit of the staff of the Karoo National Park by a structured questionnaire. The external communication survey was conducted on the local community of Beaufort West situated adjacent to the Karoo National Park via a structured questionnaire; 240 questionnaires were collected. Data was captured in Microsoft Excel and data results were presented by descriptive, factor analysis and
correlations that were drawn and used to draw conclusions and make recommendations.

Some of the primary results obtained from the research were:

- There is a well-established organisational structure in SANParks to communicate from Head Office to the different national parks; this contributes to communication that is perceived as satisfactory.
- A positive communication climate exists among staff of the Karoo National Park and the relationship between co-workers and supervisors is built on trust.
- The majority (79%) of the respondents in the community survey indicated that communication between the Park and the community of Beaufort West is not effective; hence the Park does not fulfil community needs. The study makes recommendations that will help to improve such communication.
- The study also revealed the following four factors through the factor analysis of internal communication at the Karoo National Park:
  - Relationship with supervisors
  - Relationship with colleagues
  - Personal influence
  - Relationship with management

Key words: Organisation communication; effective communication; national parks; community tourism
Opsomming

Volgens die literatuurstudie vorm kommunikasie die kern van die bestuur en opbou van verhoudings in 'n organisasie. Om holisties te kommunikeer, moet die organisasie na binne en na buite kommunikeer. Hargie, Dickson & Tourish (1999) verklaar dat doeltreffende kommunikasie sentraal tot sakesukses staan en Tjosvold (1991) bevestig verder dat kommunikasie binne en tussen groepe noodsaaklik is vir innovering. Lubbe & Puth (1994) stel dit dat die organisasie sy eie besondere stel rolspele het met wie hy in aanraking is. Navorsing identifiseer die volgende rolspele in Suid-Afrikaanse Nasionale Parke aan, naamlik die plaaslike gemeenskap, die regering, nie-regeringsorganisasies, toeriste, skenkers en borge, ere-veldwagters, boere, media, die navorsingsgemeenskap, SANParke se hoofkantoor, ander parke en hul personeel. Doeltreffende kommunikasie tussen verskillende rolspele kan gedefinieer word as die onderlinge aanvaarding van die boodskap deur die sender en ontvanger met minimale hindernis om die organisasie se doelwitte te bereik. Omvattende literatuuroorsig het getoon dat geen navorsing oor doeltreffende kommunikasie in die toerismebedryf in Suid-Afrika gevind kon word; dit het navorsing oor nasionale parke ingesluit. Hierdie dissertasie poog om die probleem van die evaluering van die doeltreffendheid van die interne en eksterne kommunikasie van die Karoo Nasionale Park aan te spreek. Die redes daarvoor is dat SANParke 'n vername toerisme verwante organisasie is en dat wetgewing Suid-Afrikaanse Nasionale Parke se vernaamste funksies voorskrif, waarvan gemeenskapsverhoudings 'n beduidende funksie is.

Die literatuurstudie is vanuit 'n sakeperspektief oor kommunikasie uitgevoer en het die ondersoek na doeltreffende kommunikasie, die rol en funksie van Suid-Afrikaanse Nasionale Parke (SANParke) en gemeenskapstoerisme as 'n sleutelfunksie van SANParke behels. Kwantitatiewe en kwalitatiewe navorsing is oor die interne en eksterne kommunikasie van die Karoo Nasionale Park uitgevoer. Die interne opnames het behels: a) onderhoude met lede van SANParke se hoofkantoor in Pretoria, b) onderhoude met lede van die Karoo Nasionale Park se bestuurspan, en c) in interne kommunikasie-oudit van die personeel van die Karoo Nasionale Park deur middel van 'n gestрукureerde vraelys. Die eksterne kommunikasie-opname is deur middel van 'n gestrukureerde vraelys op die plaaslike gemeenskap van Beaufort Wes wat langs die Karoo Nasionale Park geleë is, uitgevoer; 240 vraelyste is versamel. Data is in Microsoft Excel vangële en data-uitslae is aangebied deur...
beskrywende faktorontleding en korrelasies wat bereken en aangewend is om gevolgtrekkings en aanbevelings te maak.

Sommige van die primêre uitslae wat uit die navorsing verkry is, is as volg:

- Daar bestaan 'n goed gevestigde organisasiestruktuur in SANParke om vanaf die hoofkantoor met die onderskeie nasionale parke te kommunikeer; dit dra by tot kommunikasie wat as bevredigend beskou word.
- 'n Positiewe kommunikasieklimate bestaan onder personeel van die Karoo Nasionale Park en die verhouding tussen medewerkers en toesighouers is op vertroue gebaseer.
- Die meerderheid (79%) van die respondente in die gemeenskapopname het aangedui dat kommunikasie tussen die Park en die gemeenskap van Beaufort Wes nie doeltreffend is nie; gevolglik bevredig die Park nie die gemeenskap se behoeftes nie. Die studie maak aanbevelings wat sal help om hierdie kommunikasie te verbeter.
- Die studie het ook die volgende vier faktore deur die faktorontleding van interne kommunikasie by die Karoo Nasionale Park geidentifiseer:
  - Verhouding met toesighouers
  - Verhouding met kollegas
  - Persoonlike invloed
  - Verhouding met bestuur

Sleutelwoorde: Organisasiekommunikasie; doeltreffende kommunikasie; nasionale parke; gemeenskapstoerisme
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CHAPTER 1
COMMUNICATION EFFICACY OF SOUTH AFRICAN NATIONAL PARKS:
A CASE STUDY OF THE KAROO NATIONAL PARK

1.1 INTRODUCTION

Over the past century the growth of the global system of protected areas has grown significantly. According to Green and Paine (1997), the growing curve of protected areas and national parks increased dramatically from 1960 till the present time. In 1996 the world's network of 30,361 parks covered an area of 13,245,527 km$^2$ in 225 countries and this represented 8.84% of the total land area of the planet (Green & Paine, 1997).

Eagles and McCool (2002) argued that it is a political action for a park to be created and managed. They reasoned that, “Governments and legislatures only create parks and provide resources for the management of the park when there is a sufficiently large and influential group of people that want such an action”. Several fundamental cultural features must be present; a societal attitude must exist that recognises the value of the park; typically ecological and cultural conservation must be reasons; and there must be a recreation demand (Green & Paine, 1997). There must be a positive attitude towards a park before the government will initiate the creation of a new park and protected area. As seen in case studies of the Madikwe Game Reserve and the Highveld National Park in South Africa, there are several stakeholders that could influence society’s attitude, such as parks boards, the private sector and local communities. For the purpose of this study, the attitudes of the local community and the communication between a national park and its local community will be scrutinised in its operation, rather than the development phase of a national park.

Neighbouring communities may fundamentally be reliant on parks or protected areas for its economic viability. Businesses are established for the provision of goods and services required by tourists, tourists who visit local communities must be accommodated, the education levels of citizens, the capacitation of communities to take care of themselves, the provision of productive employment, housing and health care and other linkages such as cultural or spiritual traditions (Green & Paine, 1997) are all factors to be considered. Research by Saayman and Saayman (2006) shows
that the Kruger National Park is an example of incorporating these factors, generating approximately R1,5 billion for the region. Green and Paine (1997) also stated that the linkages between protected areas and communities occur on different scales, spatially, functionally and temporally. Thus, as tourism in protected areas increases, the question is raised about the role of tourism in protected areas and the role of the local community. How this question should be addressed is the concern of this investigation.

1.2 PROBLEM STATEMENT

South African National Parks (SANParks) is responsible for twenty-one national parks that cover 3 751 113 hectares of protected land (SANParks, 2007b). SANParks acknowledge their impact on the communities adjacent to the parks and build long-term relationships with such communities. The transformation mission of South African National Parks is “to transform an established system for managing the natural environment to one which encompasses cultural resources, and which engages all sections of the community (SANParks, 2007e).

The National Environmental Management: Protected Areas Act, (SA, 2004) states that one of the functions that South African National Parks must fulfil is to protect and conserve the biodiversity of the country by means of national parks and other protected areas. A protected area, as defined by the World Conservation Union (2003), is an area and/or sea especially dedicated to the protection and maintenance of biological diversity and of natural and associated cultural resources, and managed through legal or other effective means. Myburgh and Saayman (1999:148) describes a protected area, as defined by the Convention in the Green Paper on Biodiversity, as a geographically defined area which is designated or regulated and managed to achieve specific conservation objectives. Protected areas may be terrestrial protected areas or wetlands or marine protected areas (Myburgh & Saayman, 1999:149). A national park may also be a protected area, but not all protected areas are national parks or game reserves. A national park is a location set aside by a national government for the preservation of its natural environment (Britannica, 2006). Curtis and Kraus (2000:4) define parks as an outdoor area provided chiefly by the government to serve varied purposes, such as wilderness or heritage preservation or the provision of such nature-centred pursuits as backpacking, camping, hunting, fishing and/or boating. The National Parks Act, Act no. 57 of 1976 (SANParks, 2007g) further explains the object of a national park as
the establishment, preservation and study therein of wild animal, marine and plant life and objects of geological, archaeological, historical, ethnological, oceanographic, educational and other scientific interests and objects relating to the said life.

According to The National Environmental Management: Protected Areas Act, (SA, 2004) the purpose of declaring an area as a protected area is to:

- Select ecologically viable areas representative of South Africa's biological diversity and natural land- or seascapes;
- Preserve the ecological integrity of those areas;
- Conserve biodiversity in those areas;
- Manage the interrelationship between natural environmental biodiversity, human settlement and economic development;
- Generally contribute to human, social, cultural, spiritual and economic development;
- Protect an area which is vulnerable or ecologically sensitive;
- Provide for the sustainable use of natural and biological resources; and
- Create or augment destinations for nature-based tourism.

The National Environmental Management: Protected Areas Act (SA, 2004) also states that the purpose for declaring an area as a national park or as part of an existing national park must be –

- To protect –
  i. The area if the area is of national or international biodiversity significance or a viable, representative sample of South Africa’s natural systems or scenic areas; or
  ii. The ecological integrity of one or more ecosystems in the area;
- To prevent exploitation or occupation inconsistent with the protection of the ecological integrity of the area; and
- To provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible.

In terms of the Act, SANParks must put strategies and mechanisms in place to engage local communities in the protected areas. The park plans must also incorporate a wide variety of interested and affected parties and include ways of engaging public participation. To comply with the Act, park forums are put in place to
ensure such development and empowerment programmes that impact positively on local communities adjacent to national parks.

According to Eagles and McCool (2002), park planning must be cognisant of the relationship between national parks and the communities located immediately neighbouring them. Because local communities next to a national park are stakeholders of the park; and as such the management plan of national parks in South Africa must incorporate community management plans. Such plans must allow for appointing the local community, and implementing education and information techniques that can develop and empower local citizens and communities. In the words of Freeman Tilden (1977), “Through interpretation comes understanding, through understanding comes appreciation and through appreciation comes protection”. Eagles and McCool (2002) declare that the problem of planning in national parks has been posed as balancing local community and national park interests. The latter argues that, through community participation, collaborative and negotiation strategies, the community leaders directly engage the park authority in planning processes, thereby assisting in accommodating the various interests and values at stake. In the same argument they state that these strategies can only work if communication channels between conflicting groups are maintained.

According to Lubbe and Puth (1994), communication must be effectively organised among the stakeholders, such as the management team and staff members, as well as the external stakeholders who are clients, communities, shareholders and the media. Effective communication within organisations and among organisations and their external publics produce many tangible benefits, according to Hargie and Tourish (2000). These benefits include a saner internal atmosphere, more satisfied employees and customers, greater levels of productivity and innovation, and a sustained competitive advantage. Even though there are numerous benefits to effective communication in an organisation, such as employee satisfaction and employee commitment (Argyris, 1998), improved organisational functioning (Meyer & Allen, 1997) and small changes in employee performance that have a significant impact on the final result (Cascio, 1982), the greatest benefit is that of organisation performance (Hargie & Tourish, 2000).

After research done by Brown, Duncan and McDonald (2003:3) on how communication impacts on business performance, they concluded that, “Communication really does play a vital role in the value chain within your own business”. The fact that National Parks has to generate revenue also implies that it
must be regarded as a business. Hence the same principles as mentioned above will apply. It will thus consist of different stakeholders, one of which being the local community, playing a vital role.

Local community participation is considered an essential step to ensure that tourism development is sustainable. However, proper, active participation or empowerment has received little attention in the tourism development literature (Sofield, 2003). A study conducted by Cole (2006) on two villages, Wogo and Bena in Ngadha, an area in Indonesia, attempted to help the villagers understand tourism development and to have more control over such tourism development. Cole found that the barriers to participation included a lack of knowledge, confidence, capital, skills and self-confidence. Cole states that the villages in Bena blamed the state for not providing the necessary training (Cole, 2006).

Many research studies in the past were done on the impact on the community and park or community relations in the national parks of South Africa, namely Addo Elephant National Park and Neighbouring Communities: Socio-Economic Baseline Study (Fabricius, 2000). The attitudes of neighbours towards nature conservation at two Cape nature reserves (Ainslie, 1995), Guidelines for a community-based conservation approach in the Qwa-Qwa National Park (Sempa, 2002), Park/People relations: Where we are now? (Simelane & Knight, 1998), Community Survey: Tourism Related (Leliefontein), (People and Conservation, 2003), Brief communication: A new Pleistocene hominid-bearing locality at Hoetjiesspruit (Berger & Parkington, 1995), Socio-economic impact of Addo Elephant National Park on the local economy (Saayman & Saayman, 2006), Reflections on the relationships between communities and conservation areas of South Africa: the case of five South African national parks (Simelane, Kerley & Knight, 2006) and The quality and effectiveness of Strategic Environmental Assessment (SEA) as a decision-aiding tool for national park expansion – the greater Addo Elephant National Park (Retief, 2006). These are only some of the studies on community impacts. Only two publications were found on the Karoo National Park, namely Medicinal Use of Plants (Educational Brochure) and SANParks Honorary Rangers Grave Sites in the Karoo National Park (Educational booklet) (SANParks, 2007u). Thus, no specific research has been done on effective communication in the field of conservation tourism.

Hargie, Tourish and Wilson (2002) found that communication audits have almost always found a general desire for more communication, specifically in face-to-face
interaction and from sources such as top management and immediate supervisors. They state that a communication audit is a method of exploring the nature of the communication climate and its impact on wider organisational functioning. Zimmerman, Sypher and Haas (1996) add that, in general, staff in an organisation see effective communication as the way to resolve most problems and to enrich their work life.

Hargie et al. (2002) used a communication audit that was based on the International Communication Association (ICA) Survey. According to Downs and Adrian (2004) this survey proved to be adaptable to many kinds of organisations such as banks, colleges, military units, governmental organisations, hospitals, unions, manufacturing plants, airlines, utilities, volunteer organisations, retail operations and conservation authorities. The literature review clearly indicated that no research on effective communication in the tourism industry in South Africa could be found, including research on national parks. The problem that this dissertation will attempt to address is the effectiveness, or otherwise, of the internal and external communication of the Karoo National Park.

1.3 GOAL OF THE STUDY

The main goal and objectives of this study are:

1.3.1 Goal

To determine the internal and external communication efficacy of the Karoo National Park.

1.3.2 Objectives

- To analyse the role and function of communication from a business perspective
- To analyse the role and function of SANParks and its role in conservation tourism as a leading conservation authority
- To analyse community tourism
- To research the internal communication of the Karoo National Park
- To research the external communication of the Karoo National Park
- To draw conclusions and make recommendations.
1.4 RESEARCH METHODOLOGY

The research methodology includes:

1.4.1 Literature study

A literature study was conducted on communication from a business perspective, on the role and function of SANParks, the importance of community participation and the significance of communication for the socio-economic impact on the local community.

Ebscohost Research Database was used for articles published specifically on the Academic Search Premier, Business Source Premier, Communication and Mass Media Index and Hospitality and Tourism Index. The Nexus Database System, Sabinet online and SAePublications were used for professional research. The keywords that are used are: community participation, community attitudes, communication effectiveness, park tourism and socio-economic impact.

1.4.2 Empirical study

In order to achieve the goal of this study, quantitative and qualitative research were conducted by means of four surveys. The benefit of using a qualitative method of research is that it is exploratory and can also be quantitative, but it cannot be generalised for the total population. A quantitative survey method involved the collection of data from large numbers of individuals. This data could be subjected to statistical manipulation to produce representative data for the total population. The quantitative data is descriptive.

The surveys were conducted internally and externally. The internal surveys include interviews with members of SANParks' Head Office in Pretoria; interviews with members of the management team of the Karoo National Park in the Western Cape Province; and an internal communication audit in the form of a structured questionnaire for staff of the Karoo National Park (see appendix A). The external survey, in the form of a structured questionnaire, was conducted on the community adjacent to the Karoo National Park in Beaufort West.

The benefit of conducting interviews as a research method is that the interviewer can clarify the questions asked. Face-to-face interviews also reduce the respondents' anxiety levels. A large volume of data can be collected and the answers to questions can be written down by the interviewer and also recorded and listened to afterwards (Tustin, Ligthelm, Martins & Van Wyk, 2005).
Survey 1: Interview with SANParks Board Director and Manager: Park Tourism and interview with Manager: Community-Based Conservation

Two interviews were conducted at SANParks’ Head Office. Firstly with Mr Glenn Phillips, SANParks Board Director and Manager: Park Tourism, and secondly with Mrs Alexis Symonds, Manager: Community-Based Conservation. The interviews were conducted by the author on 20 February 2007. A structured questionnaire provided guidelines for the interviews that addressed the following main aspects:

- the decision-making levels of SANParks;
- communication channels within Head Office;
- communication channels to the Karoo National Park;
- the person responsible for communicating with the Karoo National Park;
- current programmes running in the community adjacent to the Karoo National Park; and
- the effectiveness of the programmes.

Survey 2: Interviews with the General Park Manager and the Tourism Manager

Interviews were conducted with the General Park Manager of the Karoo National Park, Mr Mzwandile Mjadu, the Tourism Manager, Mr Brian van der Westhuizen, and the previous People and Conservation Manager, Ms Wendy-Lee Johnson. These interviews were conducted by the author via a structured questionnaire to gain data on the communication channels between the Karoo National Park and SANParks’ Head Office; the communication flow to the local community; the effective flow of communication towards staff members; and the relationships between them. These first two interviews were conducted on 28 March 2007 and the interview with Ms Johnson was conducted on 19 November 2007.

Survey 3: Questionnaire survey of staff members

An internal communication audit, in the form of a questionnaire, was conducted by the author to determine the effectiveness of communication in the Karoo National Park. The questionnaire that was used was based on the International Communication Association (ICA) questionnaire developed in 1979 under the
leadership of Dr GM Goldhaber (Downs & Adrian, 2004). The ICA Survey has been seasoned through many years of pilot testing and was academically scrutinised (Downs & Adrian, 2004). The latter also state that the ICA Survey performed well as a practical analytic tool. The questions in the questionnaire that were used for the Karoo National Park were measured on a 5-point Likert scale and open questions were also asked. There are 39 permanent staff members at The Karoo National Park. All staff, therefore the total population, were present at the time of the survey. This research was done on 29 and 30 March 2007.

Survey 4: Community survey
A community survey was conducted via a questionnaire. Open and closed questions in the form of statements using a Likert scale were asked. The total household population of Beaufort West in a radius of 30 km formed part of this survey. According to the census of 2006 (Anon, 2007), there were 7 306 households in Beaufort West within a 30 km radius. Only households that live in a permanent structure were included in the survey, narrowing the total households down to approximately 5 000. The reasons for the reduced number of households are that some of the inhabitants are seasonal workers who go wherever work is available and most of them cannot afford to visit the park owing to high levels of poverty and unemployment. The method for collecting the data was stratified sampling. The population was divided into subgroups and random sampling was drawn from these stratum groups. This survey was conducted between 27 March and 3 April 2007. Five honours students who are conversant in research methodology in Tourism Management, led by the author, conducted the survey in the community.

1.4.3 Data analysis
Microsoft Excel was used to capture the data from the surveys. Descriptive, factor analysis and correlations were used to draw conclusions and make recommendations.

1.5 DEFINING THE CONCEPTS
The main concepts used in this dissertation are explained below.

1.5.1 Organisation communication
Organisation communication implies communication in an organisation environment. Communication involves the transmission and reception of thoughts, feelings and ideas between two or more publics (Huebsch, 1986). It is an ongoing, dynamic process and its description is intended to differentiate it from a static, linear and fixed phenomenon (Downs & Adrian, 2004). Communication in an organisation is a unique process of encoding and decoding innate to every individual. It is important to realise that the message sent throughout organisations is not automatically the one received, because of obstructions such as the listening habits, motivations and perceptions of the receivers.

1.5.2 National parks

National parks may be defined in terms of the desire of South African National Parks to realise the national mandate of conserving an ecologically sustainable and representative sample of South Africa’s biodiversity and landscapes (SANParks, 2007k). The definition of a national park as given by The American Heritage Dictionary (2004) is “a tract of land declared public property with a view to its preservation purposes of recreation and culture. The goal of a national park is to return the area to be similar to its original state as closely as possible.” The National Parks Act, Act no. 57 of 1976 (SANParks, 2007g) adds that “the area which constitutes the park shall, as far as may be and for the benefit and enjoyment of visitors, be retained in its natural state”.

1.5.3 The Karoo National Park

The Karoo National Park is situated in the Great Karoo, South Africa’s largest ecosystem, covering 35% of its land area, against the Nuweveld Mountain range, some 3 km northwest of Beaufort West in the Western Cape Province (SANParks, 2007n).

Being in the largest ecosystem in South Africa, the Karoo National Park is home to a great diversity of life, all having adapted to survive in the harsh conditions. The Karoo National Park is dominated by the Nuweveld Mountains and rolling plains, where many species that were the original inhabitants once again occupy their former ranges (SANParks, 2007n).

The Karoo National Park has a wide variety of endemic wildlife. Many species have been relocated to their former ranges, such as black rhino and buffalo, as well as Cape mountain zebra. More than twenty breeding pairs of black eagle find sanctuary in the Park. There is also a wide diversity of succulent plants and small reptiles. The
Klipspringer Mountain Pass not only provides visitors with spectacular views, but the pass is also an example of civil engineering effort and precision.

Wildlife accommodated in the Karoo National Park:

- **Black Eagle:** with around twenty breeding pairs of these eagles, the Park can lay claim to one of the highest densities of this regal species in Africa.
- **Tortoises:** the Park hosts five different species, the highest density of species per equivalent area anywhere in the world.
- **Cape Mountain Zebra:** this species came close to extinction early in the 20th century. It is well established in the Park and visitors can compare its bold stripe pattern to that of the “quagga” strain.
- **Springbok:** it is the emblem of the Park and present in large numbers. They are reminders of the once massive herds that crossed the Karoo on their annual migration that could stretch for several kilometres (SANParks, 2007n).

![Figure 1.1: The map of South Africa indicating where the Karoo National Park is situated (SANParks, 2007n)](image-url)
1.6 PRELIMINARY CHAPTER CLASSIFICATION

Chapter 1 gives an introduction to the study according to the goal, problem statement, research methodology and the clarification of concepts. Chapter 2 consists of an analysis of organisation communication via a literature review. The role and function of South African National Parks (SANParks) and the role SANParks plays in the upliftment of neighbouring communities, as well as community tourism as one of their key functions, is examined in Chapter 3. In Chapter 4 the analysis of the results of the qualitative research conducted through interviews is discussed, followed by Chapter 5 that analyses the results of the quantitative research conducted via questionnaires. Chapter 6 consists of conclusions drawn from this study and the suggested recommendations.
CHAPTER 2
UNDERSTANDING COMMUNICATION

2.1 INTRODUCTION
South African National Parks (SANParks) depends on many role-players to exist in terms of its role and function as a national park. These role-players are either part of the internal or of the external environment of SANParks and will be discussed in this chapter. SANParks should therefore establish excellent relationships with their internal and external environments, because communication is the key to any relationship, and relationships are the essence of any business. Grunig (1992:4) states that public relations is the management of communication between an organisation and its stakeholders. The management of communication is therefore the responsibility of public relations that should establish a positive communication atmosphere in an organisation. When an organisation is open and positive towards vertical and horizontal communication, the internal and external organisation communication will be effective. Hargie, Dickson and Tourish (1999) avow that effective communication is central to business success and, as such, should form an integral part of the strategic planning process for all organisations.

The purpose of this chapter is to establish a sound understanding of organisation communication, the important role of public relations in an organisation, the importance and outcome of effective communication, to give factors and guidelines of effective communication and to discuss specific means of assessing communication in an organisation.

In this chapter the following aspects will be dealt with:
• The communication process
• Types of communication
• Organisation communication or public relations
• Effective communication
• Assessing organisation communication

2.2 ANALYSING COMMUNICATION
Communication is generally defined by Huebsch (1986) as a process whereby one person tries to affect or modify the behaviour of another, or it could be a human
medium primarily for conveying messages. In this process one may express ideas through the use of symbols and other audio-visual aids. Weaver and Richard (2004) assert that communication is any process in which people share information, ideas and feelings. "It involves not only the spoken and written word but also language, personal mannerism and style – anything that adds meaning to a message."

Gibson, Ivancevich and Donnelly (1994:17) explain communication as the transmission of information and understanding through the use of common symbols; these common symbols may be verbal or non-verbal. Baron and Greenberg (1997:334) moreover support Gibson et al. (1994:17) by defining communication as the process by which a person, group or organisation (the sender) transmits some type of information (the message) to another person, group or organisation (the receiver).

Bang (2004) goes further by stating that people communicate to establish relationships with others to express feelings and opinions, to share experiences and to persuade others to think as they do. He also says that it is very clear that communication is used to describe many things. In a business context, communication is the sending and receiving of a message or information among the different internal and external role-players of an organisation to obtain mutual understanding.

2.2.1 The communication process

The communication process originates in the 1940s where a Bell Telephone engineer developed a model of how communication works (Weaver & Richard, 2004:4). It was a mathematical model and intended to describe a technological process, but some saw it as a way to describe communication. It formed one of the first models in the communication discipline and is still used today.

The Shannon-Weaver model (Figure 2.1) provides a mechanistic graphic-dynamic illustration of how the communication process works (Huebsch, 1986:50).
Huebsch (1986) identifies the *nine key elements in the communication process*:

**The major parties (elements) in the communication process are**

1. **Source**
   The communication process starts with the source of information, the person or organisation with a message to deliver to consumers. South African National Parks or a specific park is the source that must initiate the communication process.

2. **Receiver**
   This is the people or consumers who hear or notice the source’s message. The receiver is the specific role-player of SANParks that must receive the information in the internal or external environment.

**The major communication tools in the process**

3. **Message**
   The message is exactly what the source wants to communicate, what he/she communicates and hopes the receiver understands. The message is the information about a specific issue that must be communicated to a receiver. It is sent via the specific media or channel and is received by the receiver.
4. **Media or channel**

The media are the communication channels through which the message moves from source to receiver. **Stoner and Freeman (1992:534)** declare that the channel is the carrier of the message, the means by which the message is sent. This channel differs from internal to external environments. The most commonly used communication channels that SANParks might adopt are:

*Internal communication channels* - face-to-face communication, including personal contact, written memos, videos, notice boards, e-mails, intranets and in-house publications.

*External communication channels* - information centres, pamphlets, e-mails, a website, newsletters and focus groups.

**The major communication functions in the process**

5. **Encoding**

Encoding is the arrangement of the message into a symbolic form that will be clearly understood by the receiver. Encoding of the message is conducted by the sender who may be SANParks sending information to the adjacent community or the customer service manager sending a message or information to the reception staff.

6. **Decoding**

The receivers interpret the message for themselves. The decoding process is subjected to internal and external influences. Decoding of the message is conducted by the role-player who receives the message from SANParks, for example the neighbouring community (external environment) or the housekeeping staff (internal environment).

7. **Response**

The response is the behaviour the source wants to stimulate, whether buying, awareness, informing or reminding the receiver. The source wants a specific response. If the response is not as desired, the message sent was ineffective.

8. **Feedback**

The response is the message the receiver sends back to the source. The effective communicator is always sensitive to feedback and constantly modifies his or her messages as a result of the feedback received (**Barker & Gaut, 1996:13**). From the feedback the sender gets an idea of how accurately the message was understood. It also enhances the communication process, because it stimulates active participation.
(Bang, 2004). In the national parks and the community context, parks forums are an example of obtaining feedback. Thus feedback is important to the source in adapting transmission to the receivers' needs (Bang, 2004).

The major influence in the process
9. Barriers or noise: The main concern is that the message is not distorted during the communication process. According to The American Heritage Dictionary (2007) noise is defined as a sound that is loud, unpleasant, unexpected or undesired. Usually this has a negative impact on the message and the message that is sent are received differently than desired.

2.2.2 Barriers to communication
According to Saayman (2002:158) the following barriers may affect the effectiveness of the message sent during the communication process:

Organisational obstacles
• Structure: A problem arises when people from different positions of authority communicate. The more hierarchical levels there are between the sender and the receiver, the more difficult it is to communicate. Because there are twenty-one different national parks across South Africa, with the Head Office situated in Pretoria and all its functions that need to be fulfilled, the communication structure is quite complicated.

• Specialisation: People in different specialised fields communicate in different, abbreviated language, symbols and jargon according to their specialised field.

• Differences in aims: Every section in an organisation has its own goals and so tunnel vision could affect the vision of achieving a certain task. The twenty-one national parks and their different communities vary and therefore there will be different aims in every respective park.

• Status: Status may have various effects on the communication process. It may protect a person against negative information, it may hold back the amount of information that subordinates send upwards and it may encourage employees to misuse information for their own benefit.
Individual obstacles

- Conflicting acceptance – The sender assumes that the receiver will understand the specific phrase in the same way as the communicator intended.
- Semantics – There are different uses for the same words and therefore the receiver may attach a different meaning to the words or phrases that were sent.
- Emotions – The sender and receiver could attach different feelings or values to words or phrases.
- Communication techniques – The sender and the receiver may have different communication techniques as a result of different education, knowledge and personality.

Adler & Rodman (1991:35) emphasise the above individual obstacles and add a number of factors that cause us to interpret things in a particular way, including past experience, assumptions about human behaviour, expectations, knowledge, and personal moods. According to Saayman (2002:159) timing forms a large part of communication techniques, therefore the message must be sent at the right time when the receiver's attention is focused on the specific message. Crone, Hugo, Neuland and Reenen (1992:368) say that, in the communication process, the sender has to formulate the message in such a way that the receiver clearly understands its content and purpose. All communication must receive a response from the receiver. The receiver must not only receive the message, but must also react in an appropriate way. Robbins (1998:327) believes that communication must include both the transference and the understanding of meaning, thus, in general, communication is the exchange of ideas through a system of symbols. Communication occurs in different situations and must be adapted according to the situation and therefore there are different types of communication in an organisation.

2.2.3 Types of communication

According to Huebsch (1986), there are five interrelated types of communication, namely interpersonal, intrapersonal, extra-personal, mass communication and media communication. Because these five types of communication are interrelated, each one plays a communication role for the purpose of this study and will be explained individually according to Huebsch (1986), (Weaver & Richard, 2004).
a) **Intrapersonal communication:** Intrapersonal communication is centred in the self and the self is the only sender-receiver; thoughts and feelings make up the message (Weaver & Richard, 2004:18). According to Huebsch (1986), “In intrapersonal communication electro-technical and electro-chemical activities of the bodily senses are taking place. This system of intrapersonal communication effects the establishment of a person’s self-concept, self-determination and eventually self-motivation”.

b) **Interpersonal communication:** This occurs when communicating on a one-to-one basis usually in an informal, unstructured setting. Because it is between two or a limited number of people, it provides a great opportunity for feedback. The channels that are most commonly used are sight and sound (Weaver & Richard, 2004:20). Huebsch (1986) explains that in all interpersonal communication there is a field of experience consisting of, *inter alia*, background, beliefs, knowledge and anything else that falls within our field of experience. When communication occurs in an interpersonal situation, these fields of experience often overlap and this is called *homophily*. “The greater the *homophily*, the greater the chances of meaningful interpersonal communication,” according to Huebsch (1986).

c) **Small-group communication:** A small group consists of a small number of people so that each member has a chance to interact with the other members, for example, park forums between the park and representatives of the community. The main reason for small groups is to solve or discuss problems. The same communication channels are used as in interpersonal communication, but owing to there being more sender-receivers, the communication process is more complicated than interpersonal communication, as argued by Weaver and Richard (2004).

d) **Mass communication:** For mass communication an intermediate transmitter of information is necessary Huebsch (1986). Mass communication means communicating messages through the mass media such as television, radio, newspapers or video to a large, impersonal public.

e) **Media communication:** When two or more people use intermediate instruments to transfer a message, it is called media communication. This channel may be a telephone, video, mobile radio, the Internet or radar Huebsch (1986).
Within all these communication types, the communication process will always take place. In an organisation the different types of communication are used whether communicating internally or externally. It is therefore very important to examine communication in an organisation and the management of communication in an organisation.

2.2.4 Organisation communication

Organisation communication is the different communicating efforts among internal and external environments. According to Guth and Marsh (2003), the management of communication between an organisation and its publics is called public relations. The management of publics and the creation of relationships with the publics or stakeholders of an organisation is an important management function (Grunig & Hunt 1994).

Public relations in an organisation is divided into three fields: organisation communication, management communication and marketing communication. For the purpose of this study, organisation communication will be discussed in detail.

Public relations is the art and social science of analysing trends, predicting their consequences, counselling organisations' leaders and implementing planned programmes of action which will serve both the organisations and the public interest (Skinner & Von Essen, 1992:2). This explanation of public relations only defines one part of the role and function of public relations in an organisation and neglects to emphasise the communication role between the organisation and its internal and external environments. Grunig (1992:4) states that public relations and communication management describe the overall planning, execution and evaluation of an organisation's communication with both external and internal stakeholders.

Carrel (1991:4) refers to communication in an organisation as the heart of public relations practices. The management of an organisation should understand that their organisation has its own particular set of publics with whom it comes into contact, either intentionally or by coincidence (Lubbe & Puth, 1994:94). Seitel (2001:250) further states that communication is the essence of public relations and Guth and Marsh (2003:138) declare that communication is the essential core of public relations. Organisations must never be perceived as existing in a vacuum and should be studied as a system within other systems (Lubbe & Puth, 1994:173). According
to Henderson (2005), the practice of public relations has experienced tremendous growth and evolution over the past 25 years.

The role and function of public relations (Wood, 2006):

- Has an overall communication strategy for the company
- Deals with both internal and external communication
- Makes use of different communication tools, one of which is an in-house journal
- Forms a separate department
- Is part of the public relations department
- The public relations manager is often a senior manager in the company

The senior public relations officer brings problems and the views of stakeholders – both employees and external stakeholders – to the attention of other managers when crucial decisions are made (Grunig, 1992).

Steyn and Nunes (2001:37) declare that through a communication strategy an organisation could contribute to the effectiveness of the entire organisation by identifying what should be communicated to stakeholders to solve problems or to capitalise on opportunities in the organisation. The latter also states that a communication strategy should support and fit into the organisation's other strategies.

2.2.5 Communication strategy and communication plan

Steyn and Puth (2000:63) believe that a communication strategy provides a framework for an organisation to develop a communication plan for a specific issue. The latter also states that it is the responsibility of the corporate communication manager or public relations officer to develop a communication strategy. Within the communication strategy different communication plans will be developed according to the issues being dealt with. Thus, the overall communication strategy consists of two phases and will be discussed with reference to Figure 2.2.
Phase 1

- Analyse the internal environment
- Identify strategic stakeholders and publics in the internal and external environment
- Identify and describe key strategic issues: Internal & external environment (different types of issues that must be addressed)
- Develop communication policy (who is allowed to communicate to whom and what)
- Draft to top management
- Conduct an overall communication media analysis (which kinds of media best suit the organisation)

Phase 2

- Develop Communication Plan (Communication programme, campaign or communication plans)
  - Step 1: Research.
  - Step 2: Planning.
  - Step 3: Adaptation stage.
  - Step 4: Message.
  - Step 5: Implementation strategy and activities.
  - Step 6: Scheduling.
  - Step 7: Budget.
  - Step 8: Evaluation research.
  - Step 9: Selling plan to top management.

Figure 2.2: A model for developing a communication strategy and plan (Steyn & Puth 2000:57)

For a public relations manager to develop a communication plan, he or she must know the corporate environment of the organisation very well. In Phase 1 the following aspects guide the process of analysing the organisation environment:
- Analyse the internal environment of the organisation
It is important that the public relations officer is familiar with the organisation’s profile which consists of the organisation’s financial status; reputation in the field; its products and services; and its overall competitive environment (Steyn & Puth, 2000:54). The vision, mission and corporate values indicate the purpose of the organisation; where the organisation is going; what the values and beliefs of the organisation are; and provide a standard for the services and products of the organisation. The National Parks Act, Act no. 57 of 1976 (SANParks, 2007g) stipulates the function of national parks and also provides a better understanding of the purpose of a national park. The Protected Areas Act sets out the responsibilities of national parks and The Information Act, Act no. 2 of 2000 (SANParks, 2007l) clearly states that national parks must develop a park plan that stipulates the corporate profile of the park. These Acts are explained in Chapter 3.

- Analyse strategic role-players in the internal and external environment
According to Steyn and Puth (2000:59) these role-players are critical and vital for an organisation to accomplish their goals. Such role-players are groups or individuals who are affected by the decisions made by the organisation. In South African National Parks these role-players are the government, NGOs, local communities, tourists, donors and sponsors, honorary rangers, farmers, the media, the research community and the internal staff of the different national parks. In Chapter 3 these role-players will be further elaborated on.

- Identify and describe key strategic issues
Different issues that should be addressed must be identified and analysed in the internal and external environment. These issues must be addressed with the communication plan that will be developed in Phase 2 and will have an effect on the role-players involved.

- Communication policy
The communication policy is the guide to communicating with the different role-players. To develop a communication policy, Steyn and Puth (2000:64) developed guidelines for corporate policies:
- Only the chief executive deals with politically related issues
- Only the chief executive deals with foreign role-players
- Only the public relations manager may be quoted by the media
- Product advertising is the exclusive domain of the marketing department
- Corporate advertising is the exclusive domain of the communication department.

These guidelines could improve communication to role-players and contribute to the effectiveness of the message and information sent.

- **Draft to top management**
  
The management of an organisation must be well informed of the events of the organisation, particularly when dealing with issues concerning and affecting the organisation. The analysis of the identified issues must be discussed with the management of the organisation.

- **Conduct an overall communication media analysis**
  
The different types of communication such as interpersonal, intrapersonal, small group, mass and media communication must be analysed according to the needs of the organisation. Organisations should have a media kit that contains all the different mass and media communication channels appropriate for the organisation to communicate with different role-players.

**Phase 2** consists of the development of a *communication plan* for a specific issue that needs to be dealt with and communicated to the different role-players (this issue was identified in Phase 1: Identify and describe key strategic issues). The communication plan may consist of respectively a communication programme or a communication campaign (*Steyn & Puth, 2000:66*). A communication programme is intended for building relationships and focusing on activities for or getting together with specific role-players. This could be the park forum that South African National Parks implement to communicate with the local community where its representatives meet with specific park management weekly, monthly or quarterly. A communication campaign has a certain theme that the organisation wants to communicate to role-players and is a form of mass communication. The Karoo National Park may have a communication campaign to stimulate awareness on the park forum that will be launched in Beaufort West. According to *Steyn and Puth (2000:78)* to develop such a communication plan, the following steps should be followed:

**Step 1: Research**

The identified problem or opportunity must be researched through a situation analysis. The needs of the role-players should be identified and can be researched through questionnaires, interviews and observation. For the Karoo National Park to
develop a communication campaign to create awareness of the park forum, individual residents of Beaufort West may be interviewed on their information needs regarding the Park.

**Step 2: Planning**
The planning consists of determining the strategic communication goals, objectives and management liaison for the communication programme or communication campaign. For the park forum campaign, a communication goal may be to ensure that 70% of the community is aware of the park forum by the end of the campaign. Communication objectives are the short-term aims and are more specific than the communication goals. A communication objective for the campaign could be to interview 50% of the residents of Beaufort West and to stay on schedule with the communication campaign that will run over a three-month period in Beaufort West.

**Step 3: Adaptation stage**
The specific role-players with regard to the communication programme or campaign must be identified and analysed. In the case of the park forum campaign, the different role-players involved are the media, the local community, the internal staff of the Karoo National Park and the local businesses of Beaufort West.

**Step 4: Message**
The construction of the message to communicate is vitally important. The message must have an impact on the target group. The effectiveness of the message will determine whether the programme or campaign reaches its goals or not. There must be a central theme that will make the event newsworthy.

**Step 5: Implementation strategy and activities**
The implementation of the communication programme or campaign must be developed according to the activities that must be carried out and how they will be carried out. This may be the different forms of communication that will be used, such as posters, flyers that will be handed out, microphones, music and speakers and the staff that will be involved.

**Step 6: Scheduling**
The exact date and time by which all the different activities must be completed must be finalised. A work sheet with all the activities, date completed and the responsible person for the activity may help to monitor the scheduling.
**Step 7: Budget**

A specific and in-depth budget must be drawn up to evaluate the financial impact of the programme or campaign. Its expenses must be stipulated along with the advantages that will be gained. Even though the advantages cannot be calculated, the positive effect of the programme or campaign must be trustworthy. The accuracy of the budget may influence management’s decision to implement the programme or campaign or not.

**Step 8: Evaluation research**

Evaluation of the effectiveness of the programme according to the goals or aims can be done via impact evaluation research (evaluating the impact of the programme or campaign according to the opinions and behaviours of stakeholders and the awareness of the message communicated) and in-process evaluation research (evaluating the effect of the message during the programme or campaign). This step is conducted after or during the programme or campaign.

**Step 9: Selling the plan to top management**

The strategic communication plan must be presented to the decision makers of the organisation to evaluate the plan according to its financial impact and effectiveness. The Karoo National Park may develop a campaign to create awareness of the park forum in Beaufort West, but the final decision whether the campaign will be implemented will be made by the management of South African National Parks’ Head Office.

If this communication strategy and plan are accurately developed it could positively influence the effectiveness of the message to the specific role-players and the outcome could be beneficial to the organisation. It not only provides a strategy for communicating with different stakeholders of an organisation, but it also incorporates and links the stakeholders with the organisation. Thus, the organisation is part of a system and must work together with the other parts of the system to be effective.

**2.2.6 The systems approach or Excellence Theory – a two-way systems approach**

Grunig and Hunt (1994) state that organisations are not alone, but are in reality part of a bigger system. They must therefore utilise communication to co-ordinate their interaction with people who affect them and are affected by them. According to
Gibson *et al.* (1994:17) information integrates the activities within the organisation. Information flows to and from the organisation (external communication) and within the organisation (internal communication).

A company's internal environment is influenced by its vision, mission, culture, values, philosophy and its employees and management (*Steyn & Puth, 2000:54*). The external environment relevant to companies operating in South Africa would involve political, economic, social, technological, ecological and legal issues (*Steyn & Puth, 2000:54*).

Organisation communication is a holistic approach to communication within an organisation. This means that everyone is involved in and responsible for communication.

The systems approach offers a framework which places the processes and tasks of public relations within the ambit of the organisation's operations and has its roots in General Systems Theory, a scientific approach in the period between the two World Wars.

The qualities that the systems approach possesses are:

- **Wholeness** – the mutual effects on the parts of an organisation with one another is more than the sum of the parts;
- **Hierarchy** – each part of the organisation is a sub-system of the main system (the organisation);
- **Self-regulation** – each sub-system is believed to be self-regulated, guiding the operation of the system towards a goal;
- **Openness** – an open system has permeable boundaries that permit the exchange of information, material and energy with its environment;
- **Adaptability** – emphasising the dynamic nature of a system and concentrating on emerging processes rather than being a static structure.
- **Stability and flexibility** – stability permits the continued existence of the system as a whole over time, while flexibility permits the alteration of the system in a changing environment.

Communication may be managed in different ways, depending on the culture of the organisation and the world perspective that the organisation holds (*Grunig & Hunt, 1994*). They identified four models of managing public relations. According to Grunig
and Hunt (1994), the two-way symmetrical model is the most effective way of managing public relations and establishing long-term relationships with its target markets. The latter also states that the two-way symmetrical model is inherently ethical and socially responsible. For these reasons only Grunig's two-way symmetrical model and Hunt's four models will be discussed.

The two-way symmetrical model was developed by Grunig (1992) and corresponds with the systems approach by describing the use of communication in the improved understanding of strategic publics. The model is research-based and bases public relations on negotiation and compromise, making this model more ethical than others (Grunig & Hunt, 1994). This model attempts to adjust the organisation to its environment and adjusting the environment to the organisation. The model improves two-way communication with the intent of mutual understanding among publics.

Guth and Marsh (2003:137) reason why successful public relations requires two-way communication and conclude that the goal in public relations is to create a mutually beneficial environment in which both an organisation and its publics can flourish. To create such an environment, two-way communication has to be characterised by a give-and-take relationship. "It is not enough for an organisation to be a good listener. It also must be a good communicator." Guth and Marsh (2003:137) argue that successful companies and individuals excel in letting others know their values and preferences.

2.3 EFFECTIVE COMMUNICATION

Communication is the key part of the answer why some organisations are highly successful, while others perish in the marketplace (Hargie & Tourish, 2000). Fielding (1997:4) defines communication as a transaction whereby participants together create meaning through the exchange of symbols. Grunig (1992:240) asserts that excellent organisations plan strategically and excellent public relations departments are those that are integrated into the process of strategic planning.

Tjosvold (1991) clearly states that communication within and among groups is necessary for innovation in an organisation. Tjosvold (1991) further declares that people within groups of the organisation need to identify issues, share information, influence one another and put ideas together for continuous improvement. Effective communication therefore demands that people collaborate to ensure that the
meaning created is the same for all; there must be a sharing of meaning (Bang, 2004).

From these definitions of communication it is clear that participants must be prepared to send and receive the message and to collaborate in ensuring that the message is fully utilised. Communication must also be part of the strategic planning of an organisation.

According to The Princeton Dictionary (2007), effectiveness means "to produce or be capable of producing an intended result; have a striking effect; exerting force or influence". The word effectiveness means having a changeable impact on something.

According to Henderson (2005), effective public relations occurs when communication activities achieve the organisation's communication goals, while the communication goals are formulated from its mission, goals and objectives.

These definitions of effective communication correspond with the assumption that effective communication in an organisation is apparent through its achievement of organisation goals and in terms of building long-term relationships with internal and external environments. Based on the definitions given above, effective communication may be defined as the mutual acceptance of the message or information by the sender and receiver with minimum organisational and individual barriers to achieve organisational goals.

There is, however, not a set definition for an effective organisation, but according to Grunig and Hunt (1984), two general ideas are crucial in an effective organisation, namely whether the organisation attains its goals, and whether it survives within its environment, acquiring resources from its environment for itself.

Katz and Kahn (1978) however claim that organisations must do more than be able to control their environment and adapt to the environment in order to survive. The survival and the effectiveness of any organisation, which includes any type of organisation, from charity and non-profit organisations to political parties and multinational corporations, according to Lubbe and Puth (1994), are seen to depend, inter alia, on the relationships it establishes with its publics.

Prasad (2005) declares that organisation situations cannot ignore the significance of effective communication. The outcome of ineffective communication by individuals
may result in corporate quarrels and national fights. Effective communication in an organisation is essential for an organisation to be effective. 

Hargie, Tourish and Wilson (2002) find in a study conducted on *Communication Audits and the Effects of Increased Information* that effective communication is central to business success and must form an integral part of the strategic planning process for every organisation. The consequences of poor organisational communication are lower staff commitment, reduced production, greater absenteeism, increased industrial unrest and finally, higher staff turnover (*Hargie et al. 1999*).

According to De Vito (1986), the characteristics of effective communication in a business context are:

- Openness
- Empathy
- Supportiveness
- Positivity
- Equality.

### 2.3.1 Guidelines for effective communication

Guidelines for effective communication in personal and business context according to Saayman (2002) are:

- Regulate flow of information: The management of a business is responsible for regulating the flow of information. Valuable information is often lost because the channels of information flow are unclear.
- Encourage feedback: Verbal and non-verbal feedback indicate whether the reason for the message being sent was reached.
- Simplify messages: Messages sent must be in simple, easily understood language.
- Listen actively: Active listening ensures that the message is clearly understood and meanings attached to it are recognised.
- Control emotions: Messages may be misinterpreted as a result of their emotional content.
- Use verbal communication: Verbal and non-verbal messages must support each other.
- Formulate your thoughts clearly: Thoughts must be clearly analysed before any message is sent. It is important to decide what must be achieved.
• Get positive attention: The message sent must be stimulating.
• Follow your own approach: Messages must be aimed at the impact they will have on the individual.
• Take notice and be aware of the social climate and specific situation: Timing, culture, habits and the physical situation of the receivers influence the effectiveness of the message sent.
• Advantages for the receiver: The receiver must know why this message is important.
• The tone as well as the content of the message must be taken into consideration.
• Attention to the creation of imaginary, images and aims: Strong and attractive images must be placed in the receiver's memory. This ensures that the aim of the message is placed in the subconscious.
• Communication must always take place on a positive basis: Attempts must be made to impress, to repeat and to associate so that the message will be retained.
• Communication must offer goodwill and respect.

Wood (2006) identifies the following characteristics that may be guidelines to assure excellent public relations departments or programmes that will inherently affect the effectiveness of communication:
1. Public relations is strategically managed
2. Separate function from marketing
3. A single/integrated public relations department
4. Direct reporting relationship to senior management
5. The two-way symmetrical model of public relations
6. Senior public relations officer in a managerial role
7. Professional public relations practitioners
8. Public relations practitioners represent their society
9. A symmetrical world view
10. A pro-active department
11. Senior management support
12. Supportive company culture

For communication to reach the target market effectively, the source of information must be credible. It is argued by Ferguson (1999:115) that "The credibility of a source can have a dramatic impact on how audiences receive messages; audiences accept messages from credible sources and reject the same message from less
credible sources". Ferguson (1999:131) moreover elucidates the factors that influence audience perceptions of source credibility. These factors can also indicate elements that an organisation must acknowledge when choosing a source to communicate a message to a target marked. These factors are: level of experience, composure, trustworthiness, dynamism, sociability, extroversion and similarity to audience.

Organisation communication’s focus is to create an effective communication culture in the organisation. This will ensure the proactive exchange of knowledge, opinions and ideas by every worker and stakeholder in an organisation. “This effect should include faster decision making, increased productivity and empowerment to actually happen,” says Schonfelder (1998).

In practice, if effective organisation communication does not occur and vital information is not reaching its target audiences, the blockages in the communication channel need to be identified and dealt with (Hargie & Tourish, 1996). Therefore communication systems and practices must be carefully designed, implemented and evaluated.

Because communication involves a transaction between sender and receiver, it cannot be static or understood in terms of individual and isolated acts. Variables such as interpersonal history, culture and audience all contribute to the effectiveness or ineffectiveness of the communication process between sender and receiver. Essentially, effective communication must be seen as dialogical in nature.

2.3.2 Organisation structures and communication levels

Mintzberg (1987) believes that the structure of the organisation is its centrepiece. Lewis and Slade (1994) further argue that the organisational structure can be seen as the formal design of the prescribed chain-of-command in the organisation. This chain-of-command is the officially approved hierarchy through which authority and decision making flow in the formal organisational chart. This structure is crucial because it specifies the division of tasks, duties and functions in an organisation. This specification of task, duties and functions can only be changed if the formal structure of authority hierarchy is restructured (Lewis & Slade, 1994:205).
Lewis and Slade distinguish between three dimensions of organisational structure, namely:

- **Complexity**, which is the degree of specialisation in an organisation's hierarchy. As the size of an organisation increases, so will its complexity; specialisation can take place vertically, horizontally or geographically.

- **Formalisation** which is the extent to which work roles are closely defined and described by the organisation. A very formal organisation will have worked out rules, regulations and policies.

- **Centralisation** is the third dimension of the organisational structure and refers to the extent to which decision making is concentrated in an organisation.

Through observing the written and spoken message flows in an organisation the interrelation between organisational structures and communication can be determined.

**Lewis and Slade (1994)** believe that this message flow can be classified into three kinds: downwards from the superior to subordinates; upwards from subordinates to superiors and laterally among workers at the same level in the organisation hierarchy. **Goldhaber (1993)** then suggested that downward information is most important in an organisation because it has been found in research done in North America that downward flow of information is about job instructions, job rationale, company procedures and policies, managerial feedback to subordinates and information about the organisation's mission. **Goldhaber (1993)** feels that employees firstly want information that is job related and then, secondly, information about the organisation decision making. Upward communication flow is important for management planning, decision making and motivation. Through upward communication flow, managers need to get information about what workers are doing, what unsolved problems they have and any suggestion about work improvements (Goldhaber, 1993). The role of effective horizontal communication flow is for sharing information, solving problems and co-ordinating tasks among workers at the same level.

When communication is put into practice in an organisation according to these guidelines, it would have a positive impact on every internal and external environment.
2.4 ASSESSING ORGANISATION COMMUNICATION

Communication assessment takes a communication perspective on the organisation (Downs & Adrian, 2004:6). The latter adds that by assessing communication, it puts people’s tasks and interactions into the context of a complex set of interactions that the participants may perceive differently.

Downs and Adrian (2004:6) identified the characteristics of communication assessments as:

- Independence: Independent assessors with qualified training should do the assessment, not individuals in the organisation.
- Professionalism: The consultant should understand the intricacies of organisational dynamics and have expertise both in the analysis of communication and in the general processes of consultation.
- Diagnostic thoroughness: A set of important data of the organisation’s weaknesses and strengths should be used in constructing a realistic description of the actual organisation.
- Skilled evaluation: Credible criteria for the effectiveness of communication (the assessment method) need to be used by credible assessors.
- Tailored design: The assessing methodologies and the criteria for evaluation must be tailored and modified to the specific organisation.
- Current time frame: A snapshot of an organisation over a particular time period must be used.

If an assessment possesses the characteristics mentioned above, Downs and Adrian (2004:10) indicate the following functional benefits for the organisation:

- Strategic planning is facilitated.
- New data is generated.
- A unique feedback loop is constructed.
- Benchmarking allows effective comparisons.
- Organisational members are sensitised to communication.
- Training is enhanced.
- Members’ participation fulfils a need to influence their organisations.

The latter also states that there are six phases in any assessment: 1) initiation, 2) planning, 3) diagnosis or fact finding, 4) analysis, 5) evaluation and 6) feedback.
Phases 1 and 2 provide the general orientation of the assessment; Phase 3 points out the important areas that need to be investigated; Phase 4 describes the methodologies that might be used by the assessor; Phase 5 is of great importance because the analytical data is made meaningful to the auditors and the managers; and Phase 6 is the goal of the assessment where organisations discover the areas that need to improve and adapt.

In research conducted by Brown (2001) positive communication is linked to three key business outcome measures:
- Employee performance;
- Loyalty and retention of employees; and
- Service to customers.

These measurements have a significant impact on profitability in an organisation. The quality of any organisation’s communication should be measured so that adjustment areas can be identified and improved. Downs, Clampitt and Laird (1981) indicate benefits achieved from quality internal communication as:
- Improved productivity.
- Reduced absenteeism.
- Higher quality of service and products.
- Increased levels of innovation.
- Fewer strikes.
- Reduced cost.

To evaluate the effectiveness of the communication of South African National Parks in the internal environments such as the staff of the parks and external environments through projects launched with adjacent communities of the parks, the ICA Communication Audit will be explained to evaluate internal communication as well as the Programme Evaluation Model of Cutlip, Center and Broom (2002:199).

2.4.1 Programme evaluation

Cutlip, Center and Broom (2002:199) provide a model for evaluation research. It is based on three levels that provide a complete programme evaluation. They also affirm that each stage in programme evaluation contributes to increased understanding and provides information for determining effectiveness.
The three levels are:

**Level 1: Preparation evaluation**
This level is used to evaluate the staff performances and considers the following three aspects:

a. The information gathering phase to determine if the research conducted was adequate and accurate.

b. The appropriateness of the message by matching the message to the programme objectives.

c. The quality of the message and/or presentation that might be measured, for example, how well the graphic design had been done, whether workers understood the message sent out and did they ask efficient questions. In other words, after the information had been provided, did they understand the whole concept and goals of the programme?

**Level 2: Implementation evaluation**
This level is evaluated by asking the following questions:

1. The number of messages sent to the media and activities designed.
2. The number of messages placed and activities implemented.
3. The number who received the messages.
4. The number who attended to the messages.

**Level 3: Impact evaluation**
This level provides feedback on the impact and consequences of the programme, but it is the most difficult and sophisticated part to evaluate in any programme or public relations evaluation.

The six aspects that need to be evaluated are:

1. The number who learn the message.
2. The number who change opinions.
3. The number who change attitudes.
4. The number who behave as desired.
5. The number who repeat behaviour.

In practice, as part as their function as a national park, South African National Parks must launch projects to uplift their neighbouring communities. The effectiveness of these projects can be determined by the measurements given above.
2.4.2 Communication audits

The practice of auditing is generally related to the financial performance of an organisation (Hargie & Tourish, 1996:23). They state, however, that an audit is simply an evaluation of a designated process. According to Frank and Brownell (1989:290) as quoted by Hargie and Tourish (1996:23), a communication audit can be characterised as an objective report of an organisation’s internal communication. The latter also quotes Hurst (1991:24) who declares that communication audits assist managers by providing an objective picture of what is actually happening in an organisation, compared to what the senior executives think is happening.

An article in the Journal of Business Communication published in 2002 reports that communication audits have now been featured in literature for 50 years (Hargie, Tourish & Wilson, 2002). Apparently, public relations was slower to embrace the use of the audit: in 1975, an article appeared in the Public Relations Journal titled Audit: A new tool for public relations (Jones, 1975:46). Nevertheless, more organisations are implementing the communication audit. A communication audit may be defined as a tool for accurately measuring the effectiveness of public relations programmes (Henderson, 2005). The value of the communication audit as a pedagogic instrument in teaching management communication has been asserted (Jaffe & Scott, 1999).

Communication audits are also recognised as a valuable ingredient of general employee audits (Jennings, McCarthy & Undy, 1990) and in corporate assessment (Gunter & Furnham, 1998). Part of the role of audits has been to assess what is defined as communication climate. Climate is generally perceived as relating to supportiveness (among managers and their staff); participative decision making; trust, confidence and credibility, openness and candour; and high performance goals (Goldhaber, 1993).

There are three different approaches of communication audit methodologies: the questionnaire approach, the interview approach and the focus group approach. For this study, the interview approach and the questionnaire approach were used. The questionnaire approach in the form of the ICA Audit was used and will be explained.

The International Communication Association Survey (ICA Audit) was developed and refined between 1971 and 1979 to diagnose communication in organisations. This assessment includes a standardised survey questionnaire, interviews, observation,
network analyses, critical incidents and a communication diary (Downs & Adrian, 2004:124). One of the outstanding advantages of this survey is its comprehensiveness and wide range of questions. There are 122 questions divided into 8 categories. It is very important to adjust these questions to the specific organisation.

The sections are:

1. Receiving information from others
2. Sending information to others
3. Follow-up on information sent
4. Sources of information
5. Timeliness of information received from key sources
6. Organisational communication relationships
7. Organisational outcomes
8. Channels of information
9. Measurement adequacy of the ICA survey

The ICA Survey has received great academic scrutiny and is highly adaptable to all kinds of organisations such as banks, colleges, military units, governmental organisations, hospitals, unions, manufacturing plant, airlines, utilities, volunteer organisations and retail operations. The size of the organisation has no impact on the reliability and validity of the survey.

2.5 CONCLUSION

Communication is the key to building relationships in an organisation. Through the communication process explained above, a corporate strategy formulated for identified strategic issues might help to improve communication with an organisation’s stakeholders. Effective communication develops when organisations minimise the communication barriers that could cause confusion and poor internal and external relationships. The outcomes of effective communication are improved innovation in the organisation; ensuring shared meaning among employees; an organisation that achieves its goals; an organisation that survives in its environment; productivity improvement in the organisation; and overall effectiveness of the organisation.

With effective communication in an organisation, internal and external relationships are established and maintained.
3.1 INTRODUCTION
South Africa has a diversity of indigenous fauna, flora and landscapes and a unique cultural heritage. Tourism has authentic potential for it generates income and is based on the indigenous resources of the tourist areas concerned (Giaoutzi & Nijkamp, 2006:1). These authors add that tourism is a rapidly growing sector and a socio-economic phenomenon with economic, social, cultural and environmental implications. South Africa's diversity is managed and conserved through South African National Parks (SANParks).

The national parks in South Africa are divided into regional park clusters according to their environmental characteristics. These regional park clusters are:

1. **Kruger National Park Cluster**: Characterised by combinations of savannah, thornveld and woodland ecozones. Large African mammals are present. Kruger has twelve main rest camps, five bushveld camps, two bush lodges and four satellite camps.

2. **Arid Cluster**: Characterised by an arid climate, sparse vegetation and sandy soils, these parks are situated in the Northern Cape Province, where large African mammals are present. Augrabies Falls, Namaqua, Kgalagadi Transfrontier, Ai-Ais/Richtersveld and Mokala National Parks are grouped under this cluster.

3. **Cape Cluster**: Falling within the south-western reaches of the Western Cape Province, these parks are home to the endemic Cape floral kingdom. They may also feature mountainous, coastal, riverine or estuarine habitats. Bontebok, Table Mountain, Tankwa Karoo, Agulhas and West Coast National Parks are grouped under this cluster.

4. **Frontier Cluster**: Located in the frontier regions of the Eastern Cape, made popular by the travails of the 1820 Settlers. Large African mammals are found in these parks that include a variety of habitats across the parks, ranging from nama-Karoo, grassland, mountain, forest and valley thicket to fynbos and coastline. Addo, Karoo, Camdeboo and Mountain Zebra National Parks are grouped under this cluster.
5. **Garden Route Cluster**: Located in the picturesque Garden Route on South Africa's southern coast, these parks feature a range of habitats including rocky shorelines, temperate forests, lakes, rivers, estuaries and fynbos. *Tsitsikamma* and *Wilderness*, as well as the *Knysna Marine Protected Area*, are grouped under this cluster.

6. **Northern (Grassland and Savannah) Cluster**: Featuring savannah thornveld or grasslands, these parks are located in the northern provinces of South Africa. Mountains are a feature of some. *Golden Gate*, *Mapungubwe* and *Marakele* are grouped under this cluster (SANParks, 2007k).

The twenty-one national parks on the map of South Africa below are numbered to indicate their location:

![Map of South African National Parks](image)

*Figure 3.1: South African National Parks (SANParks, 2007k)*

1. Addo Elephant National Park
2. Agulhas National Park
3. Augrabies Falls National Park
4. Bontebok National Park
5. Camdeboo National Park
6. Golden Gate Highlands National Park
7. Karoo National Park
8. Kgalagadi Transfrontier Park
9. Knysna National Lake Area
10. Kruger National Park
According to the mission of SANParks, the national parks across South Africa are managed to represent the country's diversity in a sustainable manner with benefits to all. With twenty-one national parks across South Africa, the management, planning and decision making of the parks does not depend only on South African National Parks as an organisation, but rather on an integration of all the different stakeholders of these parks (SANParks, 2007a).

For SANParks to adhere to its role and function, as stipulated by the national government, the upliftment and incorporation of local communities by the parks are crucially important. Community relations include a total effort of working closely with community groups and organisations to obtain their understanding, support and assistance. The aim to join forces with them in solving mutual problems should be managed to obtain sustainable development (Curtis & Kraus, 2000:238).

This chapter will therefore elaborate on SANParks and community tourism. The purpose of this chapter is to explain community tourism as a key function of South African National Parks and to explain the role the latter plays in the upliftment of the communities adjacent to the respective parks. In this chapter the following aspects will be addressed:

- The legislation South African National Parks must comply with and the role and function of South African National Parks
- The leadership hierarchy of South African National Parks and the different parks under its management
• Discussing South African National Parks' People and Conservation Division with the different projects it is running.
• Defining and explaining community tourism.

3.2 LEGISLATION, ROLE AND FUNCTION OF SOUTH AFRICAN NATIONAL PARKS

South African National Parks (SANParks) is the leading conservation authority of all national parks around this country, responsible for 3,751,113 hectares of protected land in twenty-one national parks (SANParks, 2007b). The role and function of South African National Parks are formulated in terms of three national acts, The National Parks Act, Act no. 57 of 1976, The Protected Areas Act and The Information Act of 2002 (SANParks, 2007f).

3.2.1 Legislation
The three main acts with which South African National Parks must comply in its functioning as a national park authority are explained.

• **The National Parks Act**
  According to The National Parks Act, Act no. 57 of 1976 (SANParks, 2007g), the object of a park is:
  “the establishment, preservation and study therein of wild animal, marine and plant life and objects of geological, archaeological, historical, ethnological, oceanographic, educational and other scientific interest and objects relating to the said life of the first-mentioned objects or to events in or the history of the park, in such a manner that the area which constitutes the park shall, as far as may be and for the benefit and enjoyment of visitors, be retained in its natural state”.

  According to this Act the role of South African National Parks is to control, manage and maintain the parks. South African National Parks receives monies from bequests and donations. SANParks, however, according to this Act, may make regulations on various aspects related to the park, if approved of the Minister of Environmental Affairs and Tourism.

• **National Environmental Management: The Protected Areas Act**
  The objective of the Act is to provide a national system of protected areas in South Africa as part of a strategy to manage and conserve its biodiversity (Glazewski, 2005:271). The author further states that, in doing so, it tries to ensure the protection
of the entire range of biodiversity, natural landscapes and seascapes, and co-
ordinating the management of protected areas. This Act moves towards CBNRM
(Community-Based Natural Resource Management) in its objectives as it includes
promoting participation of local communities in the management of protected areas.
The Act further states that the management of protected areas must be assigned to
stipulated management authorities and revolve around a management plan. The
management plan includes the regulation of specific activities, commercial activities,
community activities and development. The Act states that South African National
Parks is currently responsible for administrating all existing national parks and it
provides for its continued existence (SANParks, 2007h).

- **The Information Act**
  The functions and structures of South African National Parks (SANParks) are set out
  in terms of Section 14 of *The Promotion of Access to Information Act*, Act no. 2 of
  2000 (SANParks, 2007i). Particulars in terms of section 14 are:
  1. The functions and structure of South African National Parks;
  2. Contact details of the parks
  3. The section 10 guide on how to use the Act [Section 14(1)(c)]
  4. Access to the records held by SANParks [Section 14(1)(d)]
  5. Access to services of SANParks, for example, central reservations
  6. Arrangements allowing for public involvement in the formulation of policy and
     the exercise of power [Section 14(1)(g)]
  7. The remedies available if the provisions of this Act are not complied with
     [Section 14(1)(h)]
  8. Other information as prescribed in terms of the Act [Section 14(1)(i)]
  9. Updating the manual at intervals of not more than a year [Section 14(2)]
 10. Availability of the manual [Section 14(3)]
 11. Exemption by the Minister from any provision of this section for a determined
     period [Section 14(5)].

In accordance with Section 14 of this particular Act, a schematic diagram of the
organisational structure in which SANParks operates is summarised below:
Apart from the Minister of Environmental Affairs and Tourism, most of the members in this organisational structure are located at SANParks’ Head Office in Groenkloof, Pretoria. The members of the organisational structure mentioned in the figure above form the institution, South African National Parks.

South African National Parks Board is the highest decision-making body of SANParks as appointed by the Minister of Environmental Affairs and Tourism for a three-year term (SANParks, 2007c). The members of the Board consist of nine to twelve members including the Chairperson, the Director-General of the Department of Environmental Affairs and Tourism and the CEO of South African National Parks (SANParks, 2007). The SANParks Executive Management is responsible for handling the day-to-day management of the organisation.

The acts mentioned above provide guidelines and stipulate the manner in which SANParks is to manage the different national parks. The role and function of SANParks are based on these acts.

3.2.2 Role and function of South African National Parks

The vision of South African National Parks is (SANParks, 2007a):

“To be the pride and joy of all South Africans and of the world.”
Its mission is (SANParks, 2007a):

"To develop and manage a system of national parks that represents the biodiversity, landscapes and associated heritage assets of South Africa for the sustainable use and benefit of all."

To meet the first part of the mission, "to develop and manage a system of national parks that represents the biodiversity, landscapes and associated heritage assets of South Africa ...", South African National Parks provides the following facilities and activities for tourists:

- Overnight tourist facilities, with a unique variety of accommodation in arid, coastal, mountain and bushveld habitats.
- National parks offer visitors a diversity of adventure tourism opportunities, including game viewing, bush walks, canoeing and exposure to cultural and historical experiences.
- Conferences can also be organised in many of the parks.

The second part of the mission, "... for the sustainable use and benefit of all" mainly implies SANParks' commitment to community-based tourism, as part of its function. The concept of community-based tourism will be explained in a full section in this chapter.

Therefore, to comply with the vision and mission of South African National Parks, the three main functions of this organisation are:

1. **Constituency building**: This includes the upliftment of the community
2. **Tourism**: The provision of recreational and tourism activities and facilities to tourists
3. **Conservation**: To conserve the protected areas allocated to national parks and to create a sustainable plan for managing the national parks.

South African National Parks (SANParks) adopted an overarching park management strategy that focuses on the development, together with stakeholders, and the management towards a 'desired state' for any national park (SANParks, 2007).
3.3 ROLE-PLAYERS OR STAKEHOLDERS OF SOUTH AFRICAN NATIONAL PARKS

The South African National Parks plays a role in different internal and external areas. The decisions made by SANParks influence numerous stakeholders and most of them influence SANParks' decisions. Insight into its significance and into the various role-players themselves will be elucidated.

According to Caneday and Kuzmic (1997:199), whilst describing the definition of stakeholders of a National Forest in the Quanchita Mountains, stakeholders can generally be regarded as "individuals and groups of people arranged in concentric circles, radiating from the resource base". The authors further state that the needs of stakeholders become important to the management as a resource for the changeable benefit represented by the public.

According to Curtis and Kraus (2000:44), considering stakeholders' needs is of major importance when making decisions. Curtis and Kraus (2000:224) also state that for maximum effectiveness in the management of different groups, it is necessary to deal constructively according to the diversity of the groups. This diversity is explained by Hollister and Hodgson (1996:18) as any difference in race, gender, age, language, physical characteristics, disability, sexual orientation, economic status, lifestyle, religion or position in the hierarchy of the organisation. Bramwell and Lane (2000:159) add that the needs, demands and values of a diverse number of stakeholders impact on the ecological, economic and socio-cultural resources of a tourist destination (park).

Myburgh and Saayman (1999:204) believe that each of these individual groups has specific knowledge and expertise to contribute, and that groups that are not included in planning may not co-operate or might interfere with the efforts of the park.

In SANParks' external environment, there are role-players who guide and influence its decisions on managing the different national parks. These role-players not only guide and influence SANParks decisions, but some role-players also set guidelines in terms of which SANParks should operate and adhere to. The diagram below explains the different internal and external role-players in SANParks:
3.3.1 Levels of government

There are three different levels of government that structure and influence SANParks:

- **The national government**
  The national government is the highest authority to guide and set rules for SANParks to manage national parks and therefore develops and implements acts with which SANParks must comply. Hall (2000:135) argues that governments shape the economic framework for the tourism industry. The Minister of Environmental Affairs and Tourism is ultimately responsible for the government's management of tourism. Government provides financial support to South African National Parks (in terms of The National Parks Act, no. 57) as well as the education requirements of tourism, establishes the regulatory environment in which business operates and plays an active role in promotion and marketing. Government must also manage environmental impacts. According to Jeffres and Jian (2008:44), tourism is generally attractive to the government because of the economic and development opportunities it offers.

- **Provincial and local governments (municipalities)**
  As stated by the DEAT (2001:96), provincial and local governments operate within the national framework of sustainable development and integrated environmental management, as enhanced by the Environmental Management Policy of 1999. Where necessary, provincial and local governments may apply stricter norms and standards to ensure the protection of human health and well-being and to ensure
environmental sustainability. A provincial government has the responsibility of facilitation, co-ordination, regulation, monitoring and developing promotion. Local governments are closer to the product than the national or provincial government. The functions of a local government are to mirror those of its provincial government, but with added emphasis on the planning, development and maintenance of many aspects of the tourism product. Planning the development of an area remains the responsibility of the municipality for that area. Various national and provincial laws lay the framework within which municipal planning takes place. One of the key national laws is *The Local Government Transition Act*, Act no. 209 of 1993, that requires all municipalities to draw up integrated development plans (IDPs) for the development and management of their areas of jurisdiction.

**Integrated development plan (IDP)**

An integrated development plan (IDP, 2003) is a policy framework that is aimed at the integrated development and management of an area by integrating economic, transport, infrastructure, spatial, social, institutional, environmental, fiscal and other plans and strategies to support the optimal allocation of resources in a manner that promotes empowerment of the poor and marginalised, sustainable growth and equity. *Atkinson and Urquhart (2002:31-65)* state that every local, metro and district municipality is now required to develop an integrated development plan (IDP, 2003). In terms of *The Municipal Systems Act* of 2000, the integrated development plan (IDP) is the principal planning instrument that guides and informs all planning and development in a municipality. According to the Draft Policy on IDP (2003), the key characteristics of IDPs are:

- A strategic focus.
- Integration and multi-sectoral approach.
- Citizen participation.
- Prioritising those in greatest need.
- Linking planning to budgeting, implementation and performance management.

**3.3.2 Non-governmental organisations**

Non-governmental organisations (NGOs) provide an essential independent monitoring and oversight role to ensure adherence to the commitments articulated in the policy. Some of the most successful efforts to conserve bio-diversity in South Africa originated from the commitment of NGOs (*DEAT, 2001:94*) who also play a
vital role in the shaping and implementation of participatory democracy. In addition to their independence, NGOs have diverse and well-established expertise in the fields necessary for implementing environmentally sound and socially responsible, sustainable development, for example, the Wildlife and Environmental Society of South Africa (WESA). Governments involve NGOs in sustainable development plans and make the best use of their abilities in areas such as education, alleviation of poverty, environmental protection and rehabilitation (DEAT, 2001:94).

3.3.3 Community

As role-players or stakeholders in a national park, managers should strive to become widely involved in community life as a key strategy leading to personal, professional and agency (park) success (Curtis & Kraus, 2000:255). The authors explain, as an example, the case where Monterey County Parks in California, United States, served as a hub for the local community to promote social and economic benefits to residents, such as fund raising for local charities; stimulation of local economies; sales and total taxable income; community services and volunteerism; jobs for local residents; and personal and social benefits. These benefits accrued via the positive relationships with the community as a stakeholder of the park and numerous community projects. An example closer to home is the programme for young entrepreneurs for the local community of the Addo Elephant Park with collaboration with the Port Elizabeth College, the Mining Qualifications Authority, PPC and the Sundays River Valley Municipality (SANParks, 2007i) in which forty young people from the local community are trained in indigenous jewellery design in the Addo Elephant National Park. They are trained for four days a week for a period of six months with the provision of a jewellery-making toolbox, raw materials required for training, meals, transport and a daily allowance during the training period. The Local Economic Development Manager for the Sundays River Valley Municipality, Mr Thembile Dlamini, is convinced that through such programmes the existing lack of skills in the local communities is being addressed (SANParks, 2007i). Giaoutzi and Nijkamp (2006:283) affirm in a publication on Tourism and Regional Development that a better environment and a high level of economic activity should be an integrating factor and must be approached through the creation of a strategic local plan.

3.3.4 Tourists

According to Saayman (2002:15), a tourist is a person who contributes an economic input with regard to any other area than that in which he or she generally lives and
works. Saayman (2002:15) also refers to Foster (1985) who regards a tourist as somebody who stays more than one night (24 hours), but less than a year, including business trips. Tourists visiting South African National Parks can be categorised as ecotourists. Some of the important elements of a trip for ecotourists are the wilderness setting, wildlife viewing and hiking or trekking (Saayman, 2002:15).

3.3.5 Donors and sponsors
SANParks receive money or products from sponsors and donors which are used for the protection and conservation of South Africa’s wildlife and eco-environment. Such sponsors and donors could also be tapped to benefit the local communities through education programmes and workshops. An example of a sponsorship is the AS350 helicopter sponsored by Eurocopter in 2006 (SANParks, 2007d).

3.3.6 Honorary rangers
These citizens contribute to SANParks in their private capacity. They help to raise funds, create public awareness and supply manpower and equipment to supplement conservation, tourism and environmental education needs. To become an honorary ranger, a person must be older than 18 years, be a South African citizen and serve as an applicant in national parks for a year before he or she may be recommended. Some of the projects undertaken in the past were the construction of accessible nature trails, building bird hides and trail boards, organising game drives, translocating game and lecturing at schools (SANParks, 2007m).

3.3.7 Farmers
Farmers who owned land that now forms part of national parks and farmers adjacent to a national park are also stakeholders in the decision-making process on issues of a specific park because the actions and decisions of the national park affect them, for example, the risk of predators escaping the national park habitat and preying on their cattle. According to Reid (2000) as stated by Magome and Murombedzi (2002:3), contractual national parks are becoming increasingly popular in South Africa. Through them, biodiversity conservation and social and development objectives can be realised and through such agreements farmers remain involved in the decisions related to their previously owned land.

3.3.8 The media
The media, such as television, newspapers and radio, are important stakeholders because they promote SANParks to the nation. Sound media relations are of cardinal
importance and the public relations officer or corporate communication officer must ensure a cordial relationship between SANParks and the media. Some of the ways in which SANParks utilises the media are press (media) releases, a website and publishing the latest news in SANParks on its website (SANParks, 2007q,v).

3.3.9 Research community
The research community consists of institutions that are conducting research for South African National Parks on different projects such as the socio-economic impact of parks, the travel motivations of tourists to the parks, tourist profiles, market research and so on. Some of these research institutions are the Institute for Tourism and Leisure Studies at the North West University, Potchefstroom Campus and the Universities of the Free State and Pretoria. The Sixth Annual SANParks Science Network Meeting took place in the Kruger National Park from 21 to 25 April 2008, attended by scientists and researchers from around the world. The Scientific Services Head of Department, Mr Danie Pienaar, commented that the scientific community of SANParks is expanding every year and provides the organisation with the most up to date scientific knowledge to better manage the national parks (SANParks, 2007p).

3.3.10 Internal role-players: SANParks Head Office, other parks and their staff
These mainly constitute the internal environment. Final decisions are made by SANParks’ Board of Directors. The staff at Head Office and staff from other parks are all role-players in the organisation and contribute to SANParks’ accomplishing its goals, living up to its mission and realising its vision.

3.4 PEOPLE AND CONSERVATION DIVISION OF SOUTH AFRICAN NATIONAL PARKS
The People and Conservation Division of South African National Parks has the responsibility of looking after the communities neighbouring the different parks. The programmes are usually aimed at such communities, but sometimes people living in the parks – staff, workers from the Expanded Public Works Projects – are also targeted. The People and Conservation Division enhances understanding, support and participation, particularly among the communities living next to the parks and young people. This division works hard at building understanding and support for biodiversity conservation within these communities and also works on improving communities’ access to the national parks for cultural, spiritual and recreational
purposes. The Division moreover assists communities in deciding how to use their natural resources wisely and live sustainable lifestyles (SANParks, 2007r).

3.4.1 Park forums
The establishment and management of park forums is a recent great opportunity and project for SANParks to interact with the community. Park forums will establish communication between the respective park and the local community through meetings with representatives from that community. Such representatives are elected by the community, which helps to minimise friction between the park and its neighbours. Communities are encouraged to participate actively in the management of their local park and to raise issues affecting their lives and the environment. Conservation cannot function in a sustainable manner without the involvement of surrounding communities, local stakeholders and other interested and affected parties. The scope of concern is extensive, particularly in the rural areas, and ranges from HIV/AIDS to employment and issues such as the security of park fences (SANParks, 2007s).

3.4.2 Community-based conservation
SANParks is building understanding and support with the neighbouring communities of the parks by explaining to them what the parks are doing and why. It is a very important aspect that was neglected in the past. By promoting conservation, improving park access, assisting with environmental initiatives and inviting local people to discuss and co-operate in future policies, the parks are taking up a social responsibility role. Stakeholders are beginning to regard their SANParks neighbours as a benefit, not a burden (SANParks, 2007s).

3.4.3 Environmental education
An example of environmental education is the International Earth Day South that was celebrated on 22 April 2008. South African National Parks, in association with Miss Earth South Africa, co-ordinated activities across the respective parks for this event with the theme, Defend our Earth, Care for its Life and People. The purpose of the campaign was to educate staff members, guests and the general public on the importance of sustainable conservation and the difference individual efforts can make (SANParks, 2007o).
3.4.4 Cultural heritage
National parks are often central to cultural heritage and they play a major role in reviving indigenous knowledge and oral history. Cultural sites draw tourists, but can also enhance SANParks' relationship with communities outside the parks. Rock art, Iron Age sites, traditional sacred grounds or an old colonial building: conservation and the management of our cultural heritage are equal partners in nature conservation (SANParks, 2007r).

3.4.5 Youth development
Awareness and support of the country’s young people are prerequisites for successful biodiversity conservation. Through exciting programmes for youth leaders and secondary school learners SANParks challenges young people to consider a career in conservation. Wise elders, former rangers, are involved in sharing their knowledge and experience (SANParks, 2007r).

3.4.6 Social Science research
What damage do animals cause in communities? Are the education programmes effective? What prominent black rangers have worked in the parks? What is the socio-economic impact of the parks? What is the tourist profile of a park? Social Science research can answer such questions and provide SANParks staff with essential insight into and information on their everyday jobs (SANParks, 2007r).

3.4.7 Community projects
Some of the community projects dealt with by the People and Conservation Division include (SANParks, 2007s):

- education and awareness projects;
- establishing food gardens and indigenous nurseries;
- interpretation of medicinal plant use;
- forest rehabilitation projects;
- performing arts and craft projects; and
- job creation.

3.5 COMMUNITY TOURISM
The word community is derived from the word communion, which means to share a common task, as stated by Roddick (2002:55). This author also believes that by sharing a task people can accomplish more than they knew they were capable of.
Murphy and Murphy (2004:15) declare that the most remarkable aspects of communities can be their strength and ability to get things done. Warren (1977:208) defines a community being relevant to community tourism as, "... an aggregation of people competing for space. The shape of the community, as well as its activities, is characterised by differential use of space and by various processes according to which one type of people and/or type of social function succeeds another in the ebb and flow of structural change in a competitive situation". From this definition of a community as a tourism destination area it is understood that local citizens have to compete with tourists for basic resources such as space and facilities, and that a number of stakeholder sub-groups can exist within the community (Murphy & Murphy, 2004:17). Therefore, a basic definition of community tourism, as stated by the latter from the definition by the US-based Ecotourism Society is, “Tourism that involves and benefits local communities”.

In community tourism, the community is placed at the centre of the planning and management of a tourist destination. Pearce and Moscardo (1999:31) suggest that tourism should foster local community involvement and integrate tourism planning for sustainability. To ensure this principle of including and recognising the local community, the sustainable development platform emerged late in the 1980s (Fennel, 2006:5). The basic principles of sustainable development are explained by Fennel (2006:5) as stated by Bramwell and Lane (1993) as:

- the reduction of tension among stakeholders;
- long-term viability and quality of resources;
- limits to growth;
- the value of tourism as a form of development; and
- visitor satisfaction.

The platform of sustainable development provides a starting point for the management and planning of tourism towards benefiting the local community. Bramwell and Lane (2000:160) emphasise this concept, guided by the explanation of sustainable tourism by the World Tourism Organisation (WTO, 2004), by declaring that sustainable tourism is "envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life-support systems". According to Blank (1989:23), a tourism resource is any factor,
natural or man-made, tangible or intangible, that is available to contribute positively to tourists’ experiences of a community. The latter classifies tourism resources as:

- Natural tourism resources: including the features of terrain, climate, geology, water, fauna and flora
- Man-made tourism resources: including features in which human activity has had a major creative role, for example, the human community, the economy, hospitality facilities, many recreational facilities and historic or cultural features
- Human tourism resources: including hosting capabilities, provision of human services, the ingenuity of human beings to adapt and create
- Community location: with regard to physical resources and with regard to market access.

Therefore, participation by stakeholders is essential for maintaining sustainable development with the proactive focus of the impact of tourism on future generations.

Active community participation is the key to building an empowered community; it is also the key to the success of a community (Reid, 2000:5). The author also suggests that a participating community not only obtains more satisfaction from the joy of open community participation, but also achieves more goals more rapidly and with more benefit to the entire community.

3.5.1 Advantages of sustainable development in tourism for the local community

A tourist attraction, such as a national park, a theme park, a historical monument and so on, managed from the platform of sustainable development, should benefit the local community. Research reveals that the advantages of tourism for a local community are:

- The creation of cost-effective job opportunities.
- Income that is generated.
- Opportunities for formal and informal entrepreneurship.
- It stabilises and promotes the uniform flow of money.
- Various needs of local communities are satisfied, such as the need for recreation, education and social contact.
- Tourists support local businesses such as grocery stores.
• These local businesses and infrastructure are improved, for example, public transport, theatres, roads and shopping centres Saayman (2002:127).

Morisson, Rimmington and Williams (1999:14) add the following benefits specifically to the relationships that are developed between the tourist attraction and the community:

• Available financial institutions and venture capitalists who can provide the resources to start a business in the community
• State participation through fiscal and legislative reforms that are designed to foster an environment for enterprise which is conducive to success
• A built-up and active network for complementary skills and management abilities to realise a business opportunity
• Private and public sector professionals can provide business advice and professional support
• Establish evidence of successful entrepreneurship to act as inspirational role models.

Communities need to be involved in the planning, decision making and development of tourism; and in all operational aspects of the industry as tourists, employees and entrepreneurs. The term, community worker, as identified by De Beer and Swanepoel (1998:57) is effective as an entrepreneur, and creates a type of fraternity that can be applied to the community. The author moreover sees the role of the community worker as that of a “consultant, encourager, enabler and co-ordinator”. Mentoring is a common part of community building. De Beer and Swanepoel (1998:17) continue with, “Not only do people realise self-sufficiency, self-reliance and dignity, they also learn to organise more effectively and their leadership structures develop accordingly”.

The goal of community tourism is to secure the benefits gained through tourism in the area. Some practical advantages might be to educate learners on pollution and starting a “clean-up” project in the community; providing infrastructure for a curio shop near a tourist attraction such as a monument; providing job opportunities for the unemployed through physical maintenance of a national park, such as fencing and so on. Though a community’s economy may benefit from tourism, residents might feel that there is a loss in the quality of life, inconvenience due to numbers of tourists and
cultural and social hammering. Saayman (2002:126) finds that the costs attached to tourism are usually obvious, but that the advantages are not as visible.

3.5.2 Conservation in the host community

Community-based conservation is a method for ensuring the conservation of biodiversity through a shift in perspective from protectionist to stakeholder participation, ultimately resulting in the sustainable utilisation of natural resources.

Community-based conservation implies including communities in conservation through participating in the establishment of the protected areas and in the management and the subsequent benefits (Paterson & Glazewski, 2005: 262). A form of community-based conservation is Community-Based Natural Resource Management (CBNRM), a global movement. It attempts to focus on the utilisation of wildlife and its social dimension by acknowledging that people and wildlife are inherently connected in its sustainable use. Murphey (1985) declares that, "communities can become effective institutions for sustainable resource management, but only if they are granted genuine proprietorship, the right to use resources, benefit fully from their use, determine the distribution of such benefits and determine the rules of access." He adds that, if a policy includes these components, it will achieve its goal of making communities effective institutions for resource management.

3.5.3 Community relations in community tourism

The importance of good relations with the local community cannot be over-emphasised. Saayman (2002:153) considers bad relations among local people and the government as possibly resulting in the local population rejecting the concept of a national park and ignoring park regulations. Thus Curtis & Kraus (2000:238) conclude that community relations may include a variety of approaches such as the development of neighbourhoods, centre advisory committees or district councils, recruiting volunteers to assist in agency operations and having synergistic relationships in co-sponsored programming or other co-ordination in community-based leisure services.

The authors add that an important public relations function in leisure-service agencies should be to present a positive image of the community itself by promoting events and activities that feature neighbourhood vitality, community pride, the community's culture, sport, entertainment attractions and economic stability. Underscoring this statement Murphy & Murphy (2004:71) explain that the
importance of the corporate and community culture must be understood by the tourist attraction and the community. They also provide a definition for corporate culture from Daft, Fitzgerald & Rock (1992:540) as, "... the set of key values, beliefs, understanding and norms that members share. These cultures must be recognised and communicated to the different parties.

Through providing information to and communicating with the community, sound relationships with the local inhabitants will be developed. Such relationships with the community will result in sustainable development, with co-operation in decision making, planning and management of the tourism destination.

3.6 CONCLUSION

The role of South African National Parks as the leading conservation authority of national parks, and in terms of The National Parks Act, is to control, manage and maintain the national parks. Its three main functions are constituency building, tourism and conservation. SANParks' different parks have their own stakeholders or role-players who must be included in decision making and management of the park. One of these stakeholders is the local community, and community tourism is one of the main functions of SANParks. By managing the different national parks from a sustainable development perspective, participation by and incorporation of the local community will result in the development of the community itself.
4.1 INTRODUCTION

The goal of the study is to determine the internal and external communication efficacy of the Karoo National Park. To achieve this goal, qualitative and quantitative research was conducted. This chapter discusses the qualitative research that was conducted by means of in-house personal interviews as described by Tustin et al. (2005:145). This is a method of interviewing specific employers or employees by means of a paper-based questionnaire. The latter identified the following features of in-house personal interviews:

a) Versatility – The questionnaire is just a guideline, so it may be adjusted during the interview. Questions can be explained in a two-way communication and deeper feelings or meanings can be explored.

b) Quality of data – Quality of data can be enhanced and the interviewer can clarify questions which lead to better answers.

c) Quantity of data – Large volumes of data can be collected.

d) Response rate – The response rate of in-house personal surveys is usually higher because the respondent answers questions directly. For the purpose of this study, appointments were made with the respondents.

e) Cost – In-house personal surveys are very expensive compared to other survey methods as transport and accommodation costs are incurred when travelling far to conduct such surveys.

f) Time – This method of research takes longer and is time-consuming. Appointments must be made with respondents and transport time must be taken into account. Interviews are usually one-on-one and many respondents can be surveyed simultaneously.

According to the goals of this study and the literature study of business communication, interviews were conducted with individual members of staff of South African National Parks’ Head Office in Groenkloof, Pretoria, and with individual members of staff of the Karoo National Park. The interviews were conducted by the author. The respondents were:
Subject 1: Mr Glenn Phillips, SANParks Director and Manager: Tourism and Marketing, (Phillips, 2007).

Subject 2: Ms Alexis Symonds, Manager: Community-based Conservation, (Symonds, 2007).

Subject 3: Mr Mzwandile Caesar Mjadu, Park Manager: the Karoo National Park, (Mjadu, 2007).

Subject 4: Mr Brian van der Westhuizen, Hospitality Services Manager: the Karoo National Park, (Van der Westhuizen, 2007).

Subject 5: Ms Wendy-Lee Johnson, former People and Conservation Manager at the Karoo National Park, (Johnson, 2007).

The 5 interviews were divided into two surveys:

1) South African National Parks' Head Office: Interviews with Mr Glenn Philips and Ms Alexis Symonds.

2) The Karoo National Park: Interviews with Mr Mzwandile Caesar Mjadu, Mr Brian van der Westhuizen and Ms Wendy-Lee Johnson.

The methods of research for both Surveys 1 and 2 will be discussed, followed by their results. Conclusions for both Surveys 1 and 2 will be drawn at the end of this chapter.

4.2 METHOD OF RESEARCH

The methods of research for Surveys 1 and 2 follow.

4.2.1 Survey 1

Interviews were conducted on 20 February 2007 with Mr Glen Philips, SANParks Director and Manager: Tourism and Ms Alexis Symonds, Manager: Community-based Conservation. These interviews were conducted by means of a structured questionnaire based on the literature review and developed by the author to understand and analyse the internal communication between SANParks' Head Office and the different national parks, as well as the internal communication from the People and Conservation Division of SANParks' Head Office to the People and Conservation Division of the Karoo National Park.
4.2.2 Survey 2

On 23 March 2007 interviews were conducted with Mr Mzwandile Caesar Mjadu, Park Manager of the Karoo National Park (Subject 3) and Mr Brian van der Westhuizen, Hospitality Services Manager at the Karoo National Park (Subject 4). On 19 November 2007 a further interview was arranged with Ms Wendy-Lee Johnson (Subject 5) at the Addo Elephant Park in the Eastern Cape. She was the former People and Conservation Manager at the Karoo National Park from 2000 to 2006 and is currently the People and Conservation Manager at the Addo Elephant Park. The interviews were based on a structured questionnaire developed to analyse the communication between the Karoo National Park and SANParks' Head Office in Groenkloof, the internal communication atmosphere of the Karoo National Park and the communication methods and interaction between the Karoo National Park and its adjacent community.

4.3 RESULTS OF INTERVIEW SURVEYS

The results of Surveys 1 and 2 follow.

4.3.1 Survey 1: Interviews at the Head Office of South African National Parks in Groenkloof

Subject 1 is part of the Board of Directors of SANParks; therefore an interview was arranged with him to gain insight into a director's view of communication in SANParks. This insight is essential to the survey because the Board of Directors is the highest decision-making authority of SANParks. Subject 1 is the Tourism Executive Director and does not have direct contact with the People and Conservation Division of the Karoo National Park specifically. From a director's point of view, he stated that effective communication is necessary to achieve the goals of an organisation. Communication is achieved at this level through meetings, guided by a specific, formulated agenda. Subject 1 also pointed out the specific division for communication in SANParks with a Communication Officer who plans and organises communication activities to ensure that effective communication in SANParks is properly managed. This division also ensures that there are channels of communication within SANParks as an organisation consisting of twenty-one different parks, not only top-down, but also bottom-up communication with the top management located at Head Office. Through two-way communication the Board of Directors can make informed decisions.
Figure 4.1: Decision making and communication levels in SANParks
Subject 2 explained the decision-making and communication levels of SANParks' Head Office and the twenty-one national parks by means of the diagram above.

The People and Conservation Division has an Executive Director who forms part of the Board of Directors of SANParks. The People and Conservation General Manager reports directly to the Executive Director and oversees all the different segments of People and Conservation, namely Community-based Conservation, Environmental Education, Youth Affairs, Social Science Research and Cultural Heritage with all their managers. These executives are all part of SANParks' Head Office in Groenkloof, Pretoria, and general decision making takes place at this level.

The different national parks are organised into regional clusters according to their location. Each cluster consists of a People and Conservation Regional Co-ordinator, who are situated in one of the national parks of the specific cluster. The Regional Co-ordinator is the link between Head Office and the specific cluster of parks. Every national park also has a People and Conservation Manager to co-ordinate, manage and administrate the People and Conservation Division in the specific park.

Subject 2 explained that the Regional Co-ordinator oversees all the People and Conservation managers in a specific park, delegating tasks given from Head Office; communicating information from Head Office and, importantly, giving advice and support to People and Conservation managers in the cluster. Even though the Regional Co-ordinator is the link between the parks and Head Office, the People and Conservation managers can phone, e-mail or visit the specific segment manager, such as the Youth Affairs or Community-based Conservation manager, directly if there is a need.

The People and Conservation managers in the parks are encouraged to be creative and initiate their own community projects, youth and education programmes or communication media such as newsletters, information boards and pamphlets. Subject 2 made it clear that these strategies and tactics must first be proposed to Head Office with a budget before implementation.

According to Subject 2 the Karoo National Park is not a main destination, but rather a stopover destination for the Western Cape Province for most of the tourists. Most of the tourists thus stay in the park for only one or two nights and usually not longer as in other national parks. This aspect affects the economic impact of the Karoo National Park on the adjacent community. Though the Karoo National Park
contributes to the local economy of Beaufort West (as indicated by previous research on the socio-economic impact of the Karoo National Park), the economic impact is not significant. Tourists do not make use of the grocery and curio shops as they do in other neighbouring communities of national parks. Petrol stations benefit as this Park is a halfway stop, but the total economic impact is less than that of other national parks. The Karoo National Park must therefore implement other strategies to incorporate and increase community participation. Subject 2 pointed out that the Olive Grove Guest Farm is situated close to Beaufort West and produces many different olive products. Subject 2 suggested that the Karoo National Park could sell these products in its curio shop, as well as use the products in the Park’s restaurant and arrange educational trips for the community to this olive farm.

Subject 2 stated that communication within SANParks Head Office in the People and Conservation Division is regular and fine. Meetings are held weekly with all the different segment managers and the General Manager. These meetings are held according to a specific agenda stipulating current issues that must be discussed. Subject 2 also emphasised the importance of e-mail communication in their division. With e-mails there is a record of what is sent and received, as well as the time it was sent or received. In general, feedback is given soonest and the receiver takes notice of the problem or issue.

On the whole, there is a well established organisation structure for SANParks to communicate from Head Office with the different National Parks. The Communication division, as pointed out by Subject 1, is responsible for ensuring that communication flows smoothly, but it is the People and Conservation Manager’s responsibility to communicate with the People and Conservation managers of the different parks. This is done through e-mails, telephone calls and communication with the Regional Coordinator of the specific cluster. According to Subject 2, the Karoo National Park does not have a significant economic impact on the local community of Beaufort West, and more strategies should be implemented to improve its economic impact and the participation of local residents.

4.3.2 Survey 2: Interviews with the park management of the Karoo National Park

To obtain a holistic overview on how the specific park and SANParks' Head Office correspond and communicate, questions were raised on how communication
between the Park and Head Office takes place, the different channels to give feedback and how regularly this communication takes place.

According to Subject 3, interaction with SANParks' Head Office is of high priority to the park and to Head Office. Different media are used to communicate and give feedback. Once a week there is interaction between Head Office and the park managers of the twenty-one national parks through video conferencing. According to Subject 3, conference calls are a very effective medium to stay up to date on the events of the different parks spread out across South Africa. Major park issues and highlights of specific parks are discussed. The twenty-one park managers meet quarterly and cluster meetings are held quarterly with the regional manager of the cluster. The Karoo National Park is part of the Frontier Cluster, were Subject 3 is the regional manager. Subject 3 also stipulated that a report is distributed quarterly to inform parks of the status of different issues and current matters that need attention.

Subject 5 underscored the statement above, but explained communication from a staff member's, and not a park manager's, point of view. Subject 5 stated that she only had contact with the People and Conservation Department, for it is the department that communicates the new projects and responsibilities of her job description to her. She further stated that she was regularly in contact with the People and Conservation Manager as well as all the different sectors under People and Conservation, such as Community-based Conservation, Environmental Education, Youth Affairs, Social Science Research and Cultural Heritage.

One of the important ways of communicating from SANParks' Head Office to the Karoo National Park and the other twenty parks in the People and Conservation Division is the information weekend held annually. This information weekend is a workshop on current conservation trends and information that must receive attention, but it also provides an opportunity for giving feedback on every park's People and Conservation Division as well as discussion opportunities on new issues in the People and Conservation Divisions of SANParks' parks. Subject 5 pointed out the meeting of 2006 which was held on Robben Island where the People and Conservation managers had an educational tour on the conservation of the fauna and flora of the Island as well as the conservation of the renowned tourist attraction, the jail where former South African President, Nelson Mandela, was interred for 27 years. Apart from the standard agenda, the different People and Conservation Managers representing their parks conducted a study on the cultural heritage
aspects of Robben Island. This was also a team building exercise for managers. In 2007 the main point of discussion was the park forums which are implemented in all twenty-one national parks' neighbouring communities. Some of the aspects discussed on this topic were the frequency of the park forum meetings with the community and the templates which would be used to facilitate such meetings.

Subject 5 said that "... there is open communication between me and People and Communication at Head Office by means of telephone and e-mails. If I have a question I can just call them or send an e-mail and they will reply". Subject 5 also stated that the People and Conservation Manager has a hands-on approach to management and is actively involved in the decision making and management of the People and Conservation Division at SANParks' Head Office.

Communication between the Karoo National Park and SANParks' Head Office, according to the discussion above, seems to be satisfactory. Video conferencing takes place weekly between the twenty-one park managers and Head Office. Quarterly reports on issues in SANParks and the actions taken are provided. The People and Conservation Division of the Karoo National Park is constantly in contact with People and Conservation Management at Head Office through e-mails and telephone calls. The information weekend held annually is also effective for discussions on conservation related to the different parks.

The following section of the questionnaire focused on decision making in the Karoo National Park as well as on the overall communication that includes communication media, frequency of communication and means of feedback.

At the time of interview, Subject 3 had been the Park Manager at the Karoo National Park for only six months. Subject 3 answered the questions in this section and the following section in terms of his experience of the past six months he had been at the Park and the year he was Park Manager at the Mountain Zebra National Park.

Subject 3 was positive about internal communication. He manages communication with staff at the Karoo National Park with an "open door" approach. His point of view on internal issues is, "Let's face each other to talk". Subject 3 has a meeting with every manager every day, on a one-on-one basis in his office. There is no set time for these meetings, but the managers know that they must come by his office once a day. This is possible as there are only four division managers at the Karoo National
Park. On Friday mornings there is a managers’ meeting where all four managers and Subject 3 meet to discuss issues. Staff meetings are held once a month where all the division’s staff and managers discuss specific topics.

Subject 3 also implemented a meeting called a *Mbizo*. The name of this meeting is a combination of the Tswana word, *imbizo*, which means a *meeting*, and the name of the Park Manager, Mzwai, as he is known among staff at the Karoo National Park, hence *Mbizo*. All 39 members attend these quarterly meetings. The management is not allowed to say anything and must just listen to what the staff has to say. Subject 3 feels strongly about the fact that only work-related and not personal issues may be discussed; the latter are handled in his office. At the time of the interview, this *Mbizo* resulted in resolving many issues before they became problems.

Subject 4’s answers to these questions corresponded with Subject 3’s. He added that at the managers’ meeting on Fridays a specific agenda is followed to make sure that all issues are discussed, for example, uniforms of staff, equipment that broke or new equipment needed. He stated that he also has a *Mbizo* with his staff members.

Subject 5 emphasised the open communication climate at the Karoo National Park even though she worked under a different park manager. She stated that staff members at Karoo communicate and want to communicate. Decision making at the Karoo National Park is done on a team basis. No issues that significantly affect the staff are decided on alone. These issues are firstly discussed at the staff meetings with management. Subject 5 indicated that they made use of intranet, the internet, teleconferencing, e-mails and telephone calls to communicate.

Overall there is a positive communication climate among the internal staff at the Karoo National Park. The *Mbizos* held with the staff, managed by Subject 3, seem to be effective in handling and resolving issues. The four division managers’ meetings every Friday address practical issues. The different divisions in the Karoo National Park and their managers meet every day before the work day begins, which also improves communication with staff and provides an opportunity for staff to raise questions and discuss issues with their direct manager.

The last section of the interviews focused on communication with the community adjacent to the Karoo National Park in Beaufort West. In this section the media of communication, frequency of communication, means of feedback from the
community and the impact of the Karoo National Park on the community were interrogated.

Subject 3 was the head of the City Council of Beaufort West for ten years and obtained insights and experience on the interaction between the Park and the community. As he has been a park manager of the Park for only six months, he answered questions on strategies he was about to implement. Subject 3 stated that at SANParks a process starts where park management plans are developed to stipulate the specific park's issues and responsibilities. Subject 3 also stated that he wanted to collaborate closely with the local government. He is currently initiating a meeting with all NGOs in Beaufort West and the government departments linked with the Karoo National Park. By communicating, they could work together and not against one another. The issue of park forums was also raised and he said that he would like park forum meetings to be held quarterly. In this way they could inform the community on issues with regard to the Park as well as get feedback from the community and hear what the community has to say. At these park forums, the municipality, stakeholders and eight community members, elected by the stakeholders, would meet.

A newsletter is currently distributed on behalf of the Park to inform the community of issues related to the Park, such as the project on fences. The Park needed 200 unemployed men to be trained to put up new fences for the Park. Another project launched for the community was the poverty relief project where unemployed people were also needed to do the fencing of the Park. Three hundred people were used and, at the same time, educated on basic life skills such as banking, training and leadership.

Subject 4 stated that the Karoo National Park is actively involved in the community. The Park sponsors events such as the annual Hartfees in Beaufort West in October. A golf day and a cycling tour are held in September to celebrate Tourism Month. He explained that the Karoo National Park is seeking ways of giving the community discounts on Park entry fees to make the benefits of the Park more accessible. There have been projects involving parents and their children to help construct hiking trails in the Park.

Subject 5 indicated that they communicate with the community through a newsletter that is distributed with the school newspaper. The school newspaper is free and
distributed to the community in English and Afrikaans, at local schools and local stores for people who do not have children at school. The newsletter consists mainly of information on the Park, park projects, educational articles, a conservation management article and basic statistics of the Park.

Community projects are mainly the responsibility of the People and Conservation Division. Subject 5 indicated the following projects:

- The Water-saving Project: This project started in the beginning of 2007 and is managed by the Karoo National Park with significant support from SANParks' Head Office's Community-based Conservation Manager.

- Environmental education programmes: These programmes involve learners and take place twice a week. Learners are taught about fossils, environmental issues and wildlife as well as walking along the hiking trails. The local police help to transport learners to and from the Park.

- Eco-school programmes: These programmes were implemented by WESA (Water and Earth Science Association) and the Park collaborates to teach learners to keep their environment clean.

She also indicated the Park’s participation in the Hartfees, other local festivals and the agricultural show. At such events, people can ask questions about the Park, and the staff representing the Karoo National Park can communicate one-on-one with community members. Subject 5 also explained the races that are held in the Karoo National Park:

- The Karoo National Park Marathon is annually hosted by the Beaufort West Draffers with the race being held in the Park and with free entry.

- The Beaufort West Marathon which is hosted by the Municipality takes place in the Park.

- The Karoo National Park Cycling Challenge which is also free for the participants and community and it gives the community an opportunity to spend the day in the Park. The Cycling Challenge takes place on 24 September, which is Heritage Day. Subject 5 said, “People usually win prizes like free accommodation, vouchers for the restaurant and wild cards that they can use to enter the Park for free for a year”.

Advertising these races takes place long in advance at different schools, libraries, tourism offices, police stations, clinics and shopping centres.
Park and community meetings are held in the town; a few have been held in the Park. Usually meetings are held in the multipurpose centre (GCIS). She also stated that park forum meetings would probably be held here. Subject 5 highlighted communication with the community on issues such as future meetings, environmental education events, environmental calendar dates and information on the Park. The communication media used are letters handed out personally, e-mails and telephone calls. She created her own database from lists obtained from the Municipality consisting of e-mail addresses and telephone numbers of the community, churches and other organisations, such as gender forums and gender education programmes.

Subject 5 stated that people reply on e-mails and call the Park to give feedback and ask questions.

At present, communication with the community will improve by implementing the park forums and having meetings with non-governmental organisations and local government. Communication media used in the past for communicating with local residents were newsletters, e-mails, posted letters, telephone calls, posters and meetings held in the multipurpose centre. The Park provides locals with discount on entry fees to special events. The Park also initiated projects such as the Water-saving Project, environmental education programmes for learners and eco-school programmes. The Karoo National Park participates in events such as the Hartfees, the agricultural show and the Beaufort West Marathon. The Park initiated the Karoo National Park Marathon and Karoo National Park Cycling Challenge.

4.4 CONCLUSION

In general, there is a well established organisation structure for SANParks to communicate from Head Office to the different national parks. Such communication takes place via e-mails, telephone calls and communication with the Regional Co-ordinator of the specific cluster. A conference call is held weekly between the twenty-one park managers and Head Office. Quarterly reports on issues in SANParks are provided for SANParks’ staff. The People and Conservation Division of the Karoo National Park is constantly in contact with the People and Conservation Management Division at Head Office via e-mails, telephone calls and the information weekend held annually.
There is a positive communication climate among the internal staff of the Karoo National Park. This is established through the Mbizos, the division managers’ meetings on Fridays and division managers and their staff meet every morning before work. Communication with the community takes place through media such as newsletters, e-mails, posted letters, telephone calls, posters and meetings held in the multipurpose centre. The Park also initiated a variety of education projects and events for local citizens.
CHAPTER 5
RESULTS OF QUANTITATIVE SURVEY

5.1 INTRODUCTION

According to Lubbe and Puth (1994), communication in the organisation must be effective among stakeholders such as the management team and staff members, as well as with external stakeholders who consist of clients, communities, shareholders and the media. Effective communication within organisations and between organisations and their external publics produces many tangible benefits according to Hargie and Tourish (2000). These benefits include a saner internal atmosphere, more satisfied employees and customers, greater levels of productivity and innovation, and sustained competitive advantage. Employee commitment and improved organisational functioning is added by Argyris (1998). Hargie and Tourish (2000) moreover declare that the maximum position of effective communication in an organisation is reserved for organisation performance. Grunig and Hunt (1994) argue that organisations that communicate well with their publics and create relationships, know what to expect from their publics and their publics know what to expect from the organisation.

To analyse the communication efficacy and efficiency of the Karoo National Park, the second section of the research was aimed at examining the internal communication among staff and the external communication with the local community by means of questionnaires as a quantitative research method. Crouch and Housden (1996:137-138) as explained by Tustin et al. (2005:387), point out that the purpose of using the questionnaire design as a quantitative research method is to collect relevant data; make data comparable; minimise biases; and motivate respondents to participate in the survey.

The method of research for both surveys will be explained, followed by the results of Surveys 3 and 4. The chapter ends with a conclusion for the quantitative research conducted.

5.2 METHOD OF RESEARCH: SURVEYS 3 & 4

A detailed explanation of the method used to conduct quantitative research follows.
5.2.1 Method of research: Survey 3 – Communication audit of internal staff at the Karoo National Park

An internal communication audit, in the form of a structured questionnaire, was conducted to determine the effectiveness of communication at the Karoo National Park. The questionnaire used was based on the International Communication Association (ICA) questionnaire developed in 1979 under the leadership of Dr GM Goldhaber, (Downs & Adrian, 2004). The ICA Survey has been seasoned by many years’ pilot testing and received academic scrutiny (Downs & Adrian, 2004). These authors also state that the ICA Survey performed well as a practical analytic tool. The questions in the questionnaires used for the Karoo National Park measured a) the nature of information that the staff receives, b) the communication relationship in the organisation and c) the overall job situation in the Park. These aspects were measured on a 5-point Likert scale and open questions were also asked. There are 39 permanent staff members at the Karoo National Park; as some were on leave at the time of the survey, a total of 27 members of staff were surveyed. This survey was conducted on 29 and 30 March 2007 at the Karoo National Park.

5.2.2 Method of research: Survey 4 – Community participation and communication

A questionnaire was used to conduct the community survey. The questionnaire used was first developed by Fredline, Jago and Deery (2003:29). It was designed using statements from previous event and tourism literature as well as additional information from social capital literature. This questionnaire was modified to determine the socio-economic impact of visitors to the Klein Karoo National Arts Festival (Slabbert, Saayman & Saayman, 2006:4). Since this study focused on a permanently constructed tourism product, the questionnaire was adapted to focus on the needs of the study and modified to focus on the socio-economic impact of the Karoo National Park on the community of Beaufort West. Open and closed questions were used to obtain a perspective on how the community perceives the Park, how the community participates in the Park and the communication climate between the community and the Park. The questionnaire was based on a seven-point Likert Scale.

There are 7 306 households in Beaufort West within a 30 km radius as stated in the 2006 census (Anon, 2007). Only households in permanent structures were included in the survey, which means that approximately 5 000 households were surveyed. The justification being that a) some households are only temporarily in Beaufort West, as
itinerant workers have to travel to find work, and b) Beaufort West has a high level of unemployment and poverty, so residents cannot afford to visit the Park.

The following formula was used to determine the sample used in the survey (Tustin et al., 2005:355):

\[
n \geq \frac{N}{1/Nd^2/10000}
\]

\( n = \) sample;  
\( N = \) population and  
\( d = 5\% \) accuracy.

A stratified sampling of 400 (\( n = 400 \)) was drawn from these households. The stratified sampling divides the population into different subgroups (strata), selecting random samples per subgroup (Tustin et al., 2005:354). The population was thus divided into subgroups. Random samples were drawn from these subgroups and 240 questionnaires were collected.

This survey was conducted between 27 March 2007 and 3 April 2007. Seven postgraduate students, trained in research methodology, were used to conduct the survey by handing out questionnaires to each household. The information was analysed on Microsoft Excel to determine the social impact of the Karoo National Park.

5.3 RESULTS

The following results were found through the questionnaires collected from respondents:
5.3.1 Results: Survey 3 – Communication audit of internal staff at the Karoo National Park

- Gender

![Gender Pie Chart]

Fifty-one percent of the respondents are female and 49% are male, showing that both genders are well represented (Fig 5.1).

- Age

Table 5.1: Age

<table>
<thead>
<tr>
<th>Age</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>4%</td>
</tr>
<tr>
<td>23</td>
<td>4%</td>
</tr>
<tr>
<td>24</td>
<td>4%</td>
</tr>
<tr>
<td>27</td>
<td>8%</td>
</tr>
<tr>
<td>29</td>
<td>8%</td>
</tr>
<tr>
<td>30</td>
<td>8%</td>
</tr>
<tr>
<td>31</td>
<td>4%</td>
</tr>
<tr>
<td>32</td>
<td>4%</td>
</tr>
<tr>
<td>33</td>
<td>8%</td>
</tr>
<tr>
<td>35</td>
<td>11%</td>
</tr>
<tr>
<td>37</td>
<td>4%</td>
</tr>
<tr>
<td>38</td>
<td>11%</td>
</tr>
<tr>
<td>39</td>
<td>4%</td>
</tr>
<tr>
<td>43</td>
<td>8%</td>
</tr>
<tr>
<td>46</td>
<td>8%</td>
</tr>
<tr>
<td>49</td>
<td>8%</td>
</tr>
</tbody>
</table>
Twenty-eight percent of the respondents are in their twenties; 55% of respondents are between the ages of 30 – 39 years and 28% of the staff members are older than 40 years. These results indicate that the staff at the Karoo National Park is still young, with an average age of 22 years. This is an advantage to the Park because employees still have many years ahead of them and, with proper support and guidance, they can make a significant contribution to the organisation in general and the Park in particular. Twenty-six percent of the respondents are in their twenties, accounted for by many students doing their experiential training at the Park. This could also affect the average age of the staff.

Omitting the 26% of the staff in their twenties, the average age of the 74% above twenty is 39 years. These percentages make the staff still young and capable of reaching a summit in their working years to contribute to the Park.

- **Years employed by SANParks**

![Pie chart showing years employed by SANParks](image)

Figure 5.2: Years employed by SANParks

Twenty-three percent of the respondents have been employed by SANParks for a year. This could be due to the number of students doing experiential training during this time; 11% has been employed for respectively three and sixteen years. The majority (15%) of respondents have been employed by SANParks for the past ten years. The average working period at SANParks is 7.8 years (7 years and 10 months). This could be due to some of the staff having been employed by SANParks from a young age and having been trained and moulded into the specific environment of the Karoo National Park and the management style of SANParks. The Karoo National Park has become a comfort zone and safe workplace for the
employees and they remain because of work satisfaction, effective management systems and the very conducive work environment of South African National Parks.

- **Years employed by the Karoo National Park**

![Years employed by Karoo National Park](image)

Figure 5.3: Years employed by the Karoo National Park

Twenty-nine percent of respondents have been employed by the Karoo National Park for one year and this figure could be affected by the number of students. Eleven percent has been employed for respectively the past 10 and 16 years. The average years of employment at the Karoo National Park for the current staff are 7,5 years (7 years and 6 months). Therefore a high percentage of staff started their SANParks career at the Karoo National Park and are still employed there. The percentage of years employed by the Karoo National Park differs from the percentages of years employed by SANParks as some employees previously worked at other national parks before being appointed at the Karoo National Park.
Twenty-six percent of respondents work in the housekeeping section and 25% as field rangers; 15% are receptionists and 7% work for conservation. These figures show that the section employing the majority of staff is the accommodation sector (housekeeping employs 26% of all staff), followed by the conservation sector (25% of employees are field rangers), then followed by the administration employees at 15%, leaving the rest of employees on maintenance and management (4%).
On the question of where they live, 56% of respondents indicated that they live in the Park, in accommodation provided by the Karoo National Park; 44% live outside the Park.

- **Language**

![Language](image)

Figure 5.6: Language

The majority (73%) of respondents are Afrikaans speaking, followed by English (15%), Xhosa (8%) and 4% Sesotho speaking.

- **Amount of information received**

This section of the questionnaire covered the amount of information that staff receives; firstly the amount of information staff currently receive and secondly the amount of information that they would like to receive in future.

  - **Amount of information being received now**

<table>
<thead>
<tr>
<th></th>
<th>None</th>
<th>Little</th>
<th>Enough</th>
<th>More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job responsibilities</td>
<td>0%</td>
<td>4%</td>
<td>76%</td>
<td>20%</td>
</tr>
<tr>
<td>Problem solved</td>
<td>8%</td>
<td>12%</td>
<td>72%</td>
<td>8%</td>
</tr>
<tr>
<td>Decisions</td>
<td>8%</td>
<td>21%</td>
<td>54%</td>
<td>17%</td>
</tr>
<tr>
<td>Promotion opportunities</td>
<td>25%</td>
<td>25%</td>
<td>38%</td>
<td>13%</td>
</tr>
<tr>
<td>New products</td>
<td>4%</td>
<td>42%</td>
<td>35%</td>
<td>19%</td>
</tr>
<tr>
<td>Job contributes</td>
<td>0%</td>
<td>33%</td>
<td>46%</td>
<td>21%</td>
</tr>
<tr>
<td>Specific problems</td>
<td>4%</td>
<td>50%</td>
<td>29%</td>
<td>17%</td>
</tr>
</tbody>
</table>
The aim of this question was to compare the amount of information the staff currently receive on certain job-related aspects and the amount of information they would like to receive in future. Seventy-six percent said they receive enough information on their job responsibilities and 72% said they receive enough information on issues pertaining to problem solving; 42% of the respondents said that they receive little information on new products in the organisation; and 50% indicated that they receive little information on specific problems in the organisation.

- Amount of information respondents would like to receive in future

Table 5.2b: Amount of information respondents would like to receive in future

<table>
<thead>
<tr>
<th></th>
<th>None</th>
<th>Little</th>
<th>Enough</th>
<th>More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job responsibilities</td>
<td>0%</td>
<td>8%</td>
<td>58%</td>
<td>33%</td>
</tr>
<tr>
<td>Problem solved</td>
<td>0%</td>
<td>9%</td>
<td>64%</td>
<td>27%</td>
</tr>
<tr>
<td>Decisions</td>
<td>0%</td>
<td>9%</td>
<td>65%</td>
<td>26%</td>
</tr>
<tr>
<td>Promotion opportunities</td>
<td>13%</td>
<td>21%</td>
<td>25%</td>
<td>42%</td>
</tr>
<tr>
<td>New products</td>
<td>0%</td>
<td>9%</td>
<td>61%</td>
<td>30%</td>
</tr>
<tr>
<td>Job contributes</td>
<td>0%</td>
<td>13%</td>
<td>57%</td>
<td>30%</td>
</tr>
<tr>
<td>Specific problems</td>
<td>4%</td>
<td>30%</td>
<td>26%</td>
<td>39%</td>
</tr>
</tbody>
</table>

Sixty-one percent said they would like to receive more information on new products in future and 39% would like to receive more information on specific problems. According to Table 5.2a it is clear that the respondents receive enough information on aspects regarding their jobs. However, respondents indicated that they would like to receive more general information on aspects such as specific problems (Table 5.2b) in the organisation and new products in the organisation. This could be interpreted as their not always being involved in the planning process. Regardless of whether they are involved or not, they should be informed.

- Information received from sources

This section deals with the sources of information.

- Information currently being received from sources

Table 5.3a: Information currently being received from sources

<table>
<thead>
<tr>
<th></th>
<th>None</th>
<th>Little</th>
<th>Enough</th>
<th>More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-workers</td>
<td>4%</td>
<td>29%</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Managers</td>
<td>5%</td>
<td>18%</td>
<td>45%</td>
<td>32%</td>
</tr>
<tr>
<td>Park Management</td>
<td>4%</td>
<td>4%</td>
<td>46%</td>
<td>43%</td>
</tr>
<tr>
<td>Head Office</td>
<td>0%</td>
<td>13%</td>
<td>61%</td>
<td>26%</td>
</tr>
<tr>
<td>SANParks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The question on the amount of information respondents currently receive from different sources was compared to the amount of information respondents would like to receive from these sources in future: 42% of the respondents indicated that they currently receive little or enough information from their co-workers; 33% indicated that they would like to receive enough or more information from their co-workers in future; and 70% indicated that they receive enough information from their managers. This high percentage of enough information received from managers could be due to the success of daily meetings between the respondents and section managers. Forty-six percent of the respondents indicated that they receive enough information from Park management; and 56% of the respondents indicated that they receive too little information from SANParks’ Head Office.

Information respondents would like to receive from sources

<table>
<thead>
<tr>
<th>Source</th>
<th>None</th>
<th>Little</th>
<th>Enough</th>
<th>More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-workers</td>
<td>4%</td>
<td>42%</td>
<td>42%</td>
<td>2%</td>
</tr>
<tr>
<td>Managers</td>
<td>8%</td>
<td>8%</td>
<td>70%</td>
<td>15%</td>
</tr>
<tr>
<td>Park management</td>
<td>8%</td>
<td>19%</td>
<td>46%</td>
<td>27%</td>
</tr>
<tr>
<td>Head Office SANParks</td>
<td>8%</td>
<td>56%</td>
<td>30%</td>
<td>8%</td>
</tr>
</tbody>
</table>

In future, 45% still wanted to receive enough information and 32% wanted to receive more information from their managers; 46% of respondents would like to receive enough information from Park management in future. This high percentage makes communication with Park management a very high priority. However, only 27% (Table 5.3b) said they currently receive too much information and 43% said they would like to receive more information from Park management in future; 61% indicated that they would like to receive enough information from SANParks’ Head Office in future.

Table 5.3b indicates that respondents receive enough information from their co-workers, managers and Park management. In Table 5.3b it is obvious that respondents would like more information from SANParks’ Head Office. It is, however, important to understand that the main function of SANParks’ Head Office is not to communicate and give information directly to staff, but to communicate with parks’ management who then pass the information on to staff.
Timeliness of information received from sources

Table 5.4: Timeliness of information received from sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Never</th>
<th>Little</th>
<th>Regularly</th>
<th>Frequent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-workers</td>
<td>4%</td>
<td>15%</td>
<td>65%</td>
<td>15%</td>
</tr>
<tr>
<td>Managers</td>
<td>8%</td>
<td>19%</td>
<td>46%</td>
<td>27%</td>
</tr>
<tr>
<td>Park management</td>
<td>4%</td>
<td>15%</td>
<td>58%</td>
<td>23%</td>
</tr>
<tr>
<td>Head Office SANParks</td>
<td>4%</td>
<td>30%</td>
<td>69%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Sixty-five percent of respondents replied that they receive information regularly from their co-workers; 46% indicated that they receive information regularly from their manager and 27% indicated they receive information frequently from their managers; 58% receive information regularly from Park management and 69% showed that they receive information regularly from SANParks’ Head Office. In general, one can see that respondents are satisfied with the timeliness of information. The importance and satisfaction of timeliness of information received is emphasised by literature such as Saayman (2007:159) who concludes that the message must be sent at the right time when the receiver’s attention is focused on the specific message.

Amount of information received

The purpose of this question was to determine how much information respondents receive through different channels. This was also divided into information currently and information in future.

Amount of information currently received through different channels

Table 5.5a: Amount of information currently received through different channels

<table>
<thead>
<tr>
<th>Channel</th>
<th>None</th>
<th>Little</th>
<th>Enough</th>
<th>More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face</td>
<td>0%</td>
<td>22%</td>
<td>67%</td>
<td>11%</td>
</tr>
<tr>
<td>Telephone calls</td>
<td>12%</td>
<td>32%</td>
<td>44%</td>
<td>12%</td>
</tr>
<tr>
<td>Written memos</td>
<td>22%</td>
<td>35%</td>
<td>35%</td>
<td>8%</td>
</tr>
<tr>
<td>Bulletin boards</td>
<td>4%</td>
<td>20%</td>
<td>60%</td>
<td>16%</td>
</tr>
<tr>
<td>Corporate newsletter</td>
<td>25%</td>
<td>13%</td>
<td>45%</td>
<td>17%</td>
</tr>
<tr>
<td>Procedural manual</td>
<td>4%</td>
<td>24%</td>
<td>36%</td>
<td>8%</td>
</tr>
<tr>
<td>Home mailings</td>
<td>44%</td>
<td>12%</td>
<td>36%</td>
<td>8%</td>
</tr>
<tr>
<td>Communication minutes</td>
<td>20%</td>
<td>16%</td>
<td>64%</td>
<td>24%</td>
</tr>
<tr>
<td>Meetings with supervisor</td>
<td>4%</td>
<td>12%</td>
<td>52%</td>
<td>32%</td>
</tr>
<tr>
<td>Meetings with divisional management</td>
<td>4%</td>
<td>19%</td>
<td>47%</td>
<td>30%</td>
</tr>
<tr>
<td>Desired language</td>
<td>4%</td>
<td>4%</td>
<td>63%</td>
<td>29%</td>
</tr>
<tr>
<td>SMSs</td>
<td>17%</td>
<td>67%</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>
The channels most frequently used for communication (Table 5.5a) are direct (face-to-face), bulletin boards, newsletter, meetings and minutes of meetings, and in the desired language. Channels of communication not used frequently include SMSs and home mailings. Face-to-face communication (67%) and communication minutes (64%) are the highest channels of information outlet. According to Guth and Marsh (2003:137), as stated in Chapter 2, it is important that organisations are not only good listeners, but also good communicators to develop a two-way communication environment. Through face-to-face communication feedback is possible. According to Table 5.5a, both verbal and non-verbal communication is currently most frequently used as a communication channel. Huebsch (1986:7) states that human beings communicate primarily through their senses; activating the senses is basic to all effective communication, particularly to non-verbal aspects of communication. The author also states that non-verbal communication includes more than using the senses; it also draws on perceptual ability and mental processing. Because non-verbal communication, such as bulletin boards and minutes of meetings, are some of the most frequently used communication channels, it is important to eliminate communication blockages that impact on the effectiveness of the message, such as spelling mistakes and dull, out-of-date bulletin boards.

- **Amount of information respondents would like to receive through different channels**

Table 5.5b: Amount of information respondents would like to receive

<table>
<thead>
<tr>
<th>Channel</th>
<th>None</th>
<th>Little</th>
<th>Enough</th>
<th>More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face</td>
<td>4%</td>
<td>9%</td>
<td>52%</td>
<td>35%</td>
</tr>
<tr>
<td>Telephone calls</td>
<td>5%</td>
<td>18%</td>
<td>50%</td>
<td>27%</td>
</tr>
<tr>
<td>Written memos</td>
<td>10%</td>
<td>27%</td>
<td>41%</td>
<td>22%</td>
</tr>
<tr>
<td>Bulletin boards</td>
<td>0%</td>
<td>9%</td>
<td>59%</td>
<td>32%</td>
</tr>
<tr>
<td>Corporate Newsletter</td>
<td>5%</td>
<td>14%</td>
<td>45%</td>
<td>36%</td>
</tr>
<tr>
<td>Procedural manual</td>
<td>0%</td>
<td>13%</td>
<td>52%</td>
<td>35%</td>
</tr>
<tr>
<td>Home mailings</td>
<td>19%</td>
<td>4%</td>
<td>48%</td>
<td>23%</td>
</tr>
<tr>
<td>Communication minutes</td>
<td>9%</td>
<td>17%</td>
<td>35%</td>
<td>39%</td>
</tr>
<tr>
<td>Meetings supervisor</td>
<td>0%</td>
<td>9%</td>
<td>48%</td>
<td>43%</td>
</tr>
<tr>
<td>Meetings divisional</td>
<td>0%</td>
<td>13%</td>
<td>48%</td>
<td>39%</td>
</tr>
<tr>
<td>management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desired language</td>
<td>4%</td>
<td>8%</td>
<td>50%</td>
<td>38%</td>
</tr>
<tr>
<td>SMSs</td>
<td>30%</td>
<td>0%</td>
<td>45%</td>
<td>25%</td>
</tr>
</tbody>
</table>

In general, Tables 5.5a and 5.5b show that staff is satisfied with the amount of information received via various channels. They would like to receive more face-to-
face contact, minutes of meetings and have more meetings in future. Sixty-seven percent of the respondents indicated that they receive enough information face-to-face; 52% would like, in future, to receive enough information and 35% would like to receive more face-to-face communication.

Currently 60% of respondents felt that they receive enough information through a bulletin board and this figure stays almost the same (59%) for the amount of information respondents would like to receive in future; 45% said they receive enough information through the corporate newsletter and 45% still want to receive enough information through the corporate newsletter. However, 26% said they receive (Table 5.5.a) no information through the corporate newsletter and 36% of the respondents said they would prefer more information through the corporate newsletter in future; 44% indicated that they currently receive no information through home mailings and 48% said that in future they would like to receive enough information through home mailings; 60% said that they receive enough information through communication minutes; 35% would still like to receive enough information; and 39% would like to receive more information through communication minutes in future.
• Communication and relationships with colleagues

Table 5.6: Communication and relationships with colleagues

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Little</th>
<th>Sometimes</th>
<th>Enough</th>
<th>More than enough</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust co-workers</td>
<td>0%</td>
<td>19%</td>
<td>37%</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Co-workers get along</td>
<td>0%</td>
<td>15%</td>
<td>33%</td>
<td>30%</td>
<td>22%</td>
</tr>
<tr>
<td>Relationship with co-workers satisfying</td>
<td>8%</td>
<td>8%</td>
<td>22%</td>
<td>32%</td>
<td>30%</td>
</tr>
<tr>
<td>Trust supervisor</td>
<td>4%</td>
<td>0%</td>
<td>19%</td>
<td>38%</td>
<td>39%</td>
</tr>
<tr>
<td>Supervisor honest</td>
<td>0%</td>
<td>4%</td>
<td>19%</td>
<td>40%</td>
<td>37%</td>
</tr>
<tr>
<td>Supervisor listens</td>
<td>0%</td>
<td>0%</td>
<td>11%</td>
<td>48%</td>
<td>41%</td>
</tr>
<tr>
<td>Free to disagree with supervisor</td>
<td>0%</td>
<td>4%</td>
<td>15%</td>
<td>42%</td>
<td>39%</td>
</tr>
<tr>
<td>Supervisor praises good work</td>
<td>4%</td>
<td>8%</td>
<td>15%</td>
<td>33%</td>
<td>40%</td>
</tr>
<tr>
<td>Supervisor friendly with subordinates</td>
<td>0%</td>
<td>8%</td>
<td>15%</td>
<td>35%</td>
<td>42%</td>
</tr>
<tr>
<td>Supervisor understands job needs</td>
<td>8%</td>
<td>0%</td>
<td>19%</td>
<td>43%</td>
<td>30%</td>
</tr>
<tr>
<td>Satisfying relationship with supervisor</td>
<td>4%</td>
<td>0%</td>
<td>11%</td>
<td>48%</td>
<td>37%</td>
</tr>
<tr>
<td>Trust management</td>
<td>4%</td>
<td>4%</td>
<td>19%</td>
<td>33%</td>
<td>40%</td>
</tr>
<tr>
<td>Management is sincere in communicating with employees</td>
<td>4%</td>
<td>0%</td>
<td>10%</td>
<td>45%</td>
<td>41%</td>
</tr>
<tr>
<td>Relationship with management is satisfying</td>
<td>4%</td>
<td>4%</td>
<td>15%</td>
<td>47%</td>
<td>30%</td>
</tr>
<tr>
<td>Organisation encourages differences of opinion</td>
<td>8%</td>
<td>15%</td>
<td>15%</td>
<td>32%</td>
<td>30%</td>
</tr>
<tr>
<td>Have a say in decisions affecting my job</td>
<td>8%</td>
<td>8%</td>
<td>18%</td>
<td>36%</td>
<td>30%</td>
</tr>
<tr>
<td>Influence operations in my unit</td>
<td>4%</td>
<td>4%</td>
<td>26%</td>
<td>36%</td>
<td>30%</td>
</tr>
<tr>
<td>Play a part in accomplishing organisation's goals</td>
<td>0%</td>
<td>4%</td>
<td>19%</td>
<td>44%</td>
<td>33%</td>
</tr>
</tbody>
</table>

The purpose of this question was to determine the relationships and effective communication among colleagues. Thirty-seven percent of respondents said they sometimes trust their colleagues; 44% trust their colleagues enough and more than enough; 62% said that the relationship with co-workers is more than enough satisfying; 77% of respondents trust their supervisors and 77% felt that their supervisors are honest; 89% said that their supervisors listen to them and 81% said they have enough space to disagree with supervisors; 86% of respondents felt that Park management is sincere; 77% felt that their relationship with Park management is satisfying enough; and 77% of respondents indicated that they feel they play a role in accomplishing the organisation's goals. Table 5.6 indicates that the relationship among co-workers is optimistic. There is a degree of trust among them and the co-
workers get along. Respondents indicated that they trust their supervisors and felt that the supervisors are honest and listen to them. The staff has space to disagree and be heard. Management is open to communication improvements and realise the importance of passing information on to staff. It may be concluded that there is a positive attitude to internal communication in the Karoo National Park. These results show that supervisors are well regarded as to being friendly, honest, communicative and trying to satisfy needs.

- Job satisfaction

Table 5.7: Job satisfaction

<table>
<thead>
<tr>
<th></th>
<th>1 = Unsatisfied</th>
<th>2 = Unpleased</th>
<th>3 = Pleased</th>
<th>4 = Satisfied</th>
<th>5 = Very satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>My job</td>
<td>0%</td>
<td>5%</td>
<td>30%</td>
<td>23%</td>
<td>42%</td>
</tr>
<tr>
<td>My pay</td>
<td>30%</td>
<td>8%</td>
<td>30%</td>
<td>23%</td>
<td>8%</td>
</tr>
<tr>
<td>My progress in the organisation</td>
<td>15%</td>
<td>8%</td>
<td>35%</td>
<td>24%</td>
<td>19%</td>
</tr>
<tr>
<td>Chances for getting ahead</td>
<td>13%</td>
<td>21%</td>
<td>24%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Opportunity to make a difference</td>
<td>4%</td>
<td>12%</td>
<td>20%</td>
<td>30%</td>
<td>19%</td>
</tr>
<tr>
<td>Organisation’s recognition system for performance</td>
<td>15%</td>
<td>23%</td>
<td>19%</td>
<td>30%</td>
<td>12%</td>
</tr>
<tr>
<td>Organisation’s communicative efforts</td>
<td>8%</td>
<td>8%</td>
<td>28%</td>
<td>32%</td>
<td>24%</td>
</tr>
<tr>
<td>Working in the organisation</td>
<td>0%</td>
<td>8%</td>
<td>32%</td>
<td>16%</td>
<td>44%</td>
</tr>
<tr>
<td>Effectiveness of organisation</td>
<td>4%</td>
<td>23%</td>
<td>20%</td>
<td>23%</td>
<td>30%</td>
</tr>
<tr>
<td>Quality of organisation’s service/product</td>
<td>0%</td>
<td>4%</td>
<td>39%</td>
<td>34%</td>
<td>23%</td>
</tr>
<tr>
<td>Organisation’s achievement of goals</td>
<td>4%</td>
<td>8%</td>
<td>30%</td>
<td>33%</td>
<td>25%</td>
</tr>
</tbody>
</table>

The aim of the question was to determine whether respondents are satisfied with their job situation according to certain aspects. Sixty-five percent of respondents was very satisfied with their job; 30% was respectively unsatisfied and pleased with their current salary and 31% was very satisfied with their salary; 38% of respondents was unsatisfied with the recognition system and 42% was satisfied. For 60% of respondents working in the Karoo National Park is satisfying and 53% feels that the organisation’s effectiveness is satisfying; 39% is pleased and 57% is very satisfied with the quality of the organisations services and products.
According to Ellis & Steyn (2003) statistical significance tests show whether results are significant. The practical significance of data simply shows whether specific factors influence the specific data and the measure of influence. According to Ellis &
Steyn (2003), the phi value is a criterion giving the probability that the specific factor has an influence on the situation. Ellis & Steyn (2003) further state that "the practical significance is to use the standardised difference between the means of two populations divided by the approximate for standard deviation". From the measure called effect size the significance of specific factors is obtained. Cohan (1988) provides the following guidelines of the effect size:

a) Small effect: 0.1
b) Medium effect: 0.3
c) Large effect: 0.5

A relationship where the effect size is equal to or greater than 0.5 is believed to be practically significant.

The overall conclusion is that staff shows a large practical significance towards the aspects that were measured. The present phi figures measured high and, compared to the future phi figures, there was generally not much of a deviation in most of the categories.

In the category of information received according to certain job related aspects, information received currently on the contribution that the staff make through their work, is medium significant (0,34). The amount of information that the staff would like to receive in future in this aspect must improve as the practical significance of the amount of information that staff would like to receive in future has a large significant figure (0,51). The other aspects show there is a large practical significance on information received currently and information staff would like to receive. The importance of incorporating staff in general decision making in an organisation is emphasised through the very large significance (0,64) of information currently received on decision making and the even higher significance (0,69) of information staff would like to receive in future on decision making in the organisation.

Information received from different sources generally shows a medium to high practical significance, currently and in future, with the exception of the information currently being received from Park management (0,33). This shows a medium significance, whereas, as shown by staff on information they would like to receive from Park management, it should indicate a large significance (0,53).
The timeliness of information received from co-workers (0,51) and managers (0,46) shows a large significance. From Park management there is an average significance (0,38). This could be due to Park management passing on most of the information to the managers of different sectors, making staff feel that Park management does not inform them enough and in good time.

The amount of information received through different channels in general also shows a high significance. This indicates that the channels used to communicate in the Karoo National Park are effective. The information received through meetings with divisional management currently has a medium significance (0,34) and could improve in future (0,39). The use of SMSs to communicate is also of medium significance (0,37) and could improve in future (0,43), but is not very important to staff. An SMS system could be used to communicate important information and dates, but in general cannot be practically effective as a communication system as it is a one-way communication method. Information can only be injected and no feedback can be given by an SMS. Bulletin board (0,68), communication minutes (0,63) and communication newsletter (0,61) showed a very high practical significance. This could mean that much information is disseminated through these media because they are effective for both senders and receivers. The current face-to-face figure is of medium significance (0,34), and should improve in future (0,67). This underlines the importance of personal communication as well as the importance of communication through personal contact and not just distant media such as newsletters.

The staff indicated that they are highly satisfied with all the job aspects measured. This high significance could be due to the majority of staff having only worked in national parks and not having experience of other work environments. It may also be that, because of the small number of staff working at the Karoo National Park, the staff was concerned that the information could reach their managers and they could be identified, even though it was made clear that the questionnaires were anonymous, that no information of specific individuals would be given to managers and would remain in statistical figures.
- **Factor analysis**

A Principal Component Factor Analysis was done on the question of communication relationship with colleagues. The factor analysis identified four diverse factors (Table 5.9) from the different variables analysed. These factors are:

Table 5.9: Factor analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Relationship with management</th>
<th>Relationship with co-workers</th>
<th>Personal influence</th>
<th>Relationship with supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>I trust my top management</td>
<td>.891</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top management is sincere in efforts to communicate with employees</td>
<td>.878</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My relationship with top management is satisfying</td>
<td>.798</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My relationship with my immediate supervisor is satisfying</td>
<td>.685</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My co-workers get along with one another</td>
<td></td>
<td>.955</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My relationship with my co-workers is satisfying</td>
<td></td>
<td>.672</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I trust my co-workers</td>
<td></td>
<td></td>
<td>.745</td>
<td></td>
</tr>
<tr>
<td>My immediate supervisor understands my job needs</td>
<td></td>
<td></td>
<td></td>
<td>.858</td>
</tr>
<tr>
<td>I influence operations in my unit or department</td>
<td></td>
<td></td>
<td></td>
<td>.765</td>
</tr>
<tr>
<td>I have a say in decisions that affect my job</td>
<td></td>
<td></td>
<td></td>
<td>.760</td>
</tr>
<tr>
<td>My organisation encourages differences of opinion</td>
<td></td>
<td></td>
<td></td>
<td>.659</td>
</tr>
<tr>
<td>My immediate supervisor listens to me</td>
<td></td>
<td></td>
<td></td>
<td>.800</td>
</tr>
<tr>
<td>I am free to disagree with my immediate supervisor</td>
<td></td>
<td></td>
<td></td>
<td>.798</td>
</tr>
<tr>
<td>My immediate supervisor is honest with me</td>
<td></td>
<td></td>
<td></td>
<td>.776</td>
</tr>
<tr>
<td>My immediate supervisor praises me for a job well done</td>
<td></td>
<td></td>
<td></td>
<td>.624</td>
</tr>
<tr>
<td>My immediate supervisor is friendly with subordinates</td>
<td></td>
<td></td>
<td></td>
<td>.592</td>
</tr>
<tr>
<td>I trust my immediate supervisor</td>
<td></td>
<td></td>
<td></td>
<td>.546</td>
</tr>
</tbody>
</table>
a) **Factor 1: Relationship with top management**

Relationship with top management included aspects such as employees trusting their top management, the top management being sincere in efforts to communicate with employees, employees stating that their relationship with top management is satisfying and their relationship with their immediate supervisor is satisfying. To communicate effectively, Ferguson (1999) believes that the source sending a message must be credible for the receiver to acknowledge the message, and that the credibility of the sender affects the receiver’s perception.

b) **Factor 2: Relationship with co-workers**

Relationship with co-workers included co-workers getting along with one another, co-workers’ relationships being satisfying and trust among co-workers. A satisfying horizontal relationship between co-workers is important for sharing information for problem solving and task co-ordination Goldhaber (1993).

c) **Factor 3: Personal influence**

The personal influence that employees have on their job includes the following aspects: immediate supervisor understands my job needs, employees have an influence on the operations in their department, employees have a say in the decisions made that effect their job and the organisation encourages differences of opinion. The job needs of employees are well understood by immediate supervisors. The importance of employees having an effect on their job is emphasised by Etzioni (as quoted by Jeffres & Jian, 2008) who states that being part of the decision-making process of an organisation may create a sense of moral obligation and imperative towards the collective one is part of.

d) **Factor 4: Relationship with supervisor**

Relationship with supervisor consisted of the following aspects: Employees’ immediate supervisor listens to them, employees are free to disagree with supervisors, immediate supervisor is honest with employees, immediate supervisor praises employees for work well done, supervisors are friendly with subordinates and employees trust the immediate supervisor. According to De Vito (1986), characteristics of effective communication are openness, empathy, supportiveness, positiveness and equality. Overall, the relationship between employees and their supervisors in the Karoo National Park can be related to the characteristics identified by De Vito, as employees stated that supervisors listen to them and employees are free to disagree.
Based on the research for the first section of quantitative research, a conclusion will be drawn to summarise the findings.

The basic profile of the respondents was researched. The different aspects of communication in the Karoo National Park’s internal environment were measured. Employees of the Karoo National Park would like to receive more information in future on promotions, new products and specific problems in the Park (Tables 5.2a, and b). Employees stated that little information is received from the SANParks’ Head Office and enough information is received from their own managers (Table 5.3a). Employees would like to receive more information from SANParks’ Head Office in future (Table 5.3b). Information communicated to employees via the different channels was measured as timely (Table 5.4). Employees are satisfied with the amount of information received through the different channels, but would like to receive more information in future through communication minutes, meetings with their supervisor and meetings with divisional management (Table 5.5 b). Communication and relationship with colleagues show a positive internal communication climate in the Karoo National Park (Table 5.6). From management’s side a definite effort is being made to communicate with employees and to create a trusting relationship and an openness to identify employees’ needs. Employees overall experience job satisfaction in their position, but 30% would like to see an increase in their salary (Table 5.7). In Table 5.8 the practical significance of factors was measured and it was found that the information received currently and in future on decision making in the organisation is of high importance. Information received from Park management in future has a high significance. The timeliness of information received from managers and SANParks’ Head Office show a high
significance towards the timeliness of information received via different channels. The amount of information received through different channels in general also shows a high significance. Four factors were identified through the factor analysis: relationship with management, relationship with co-workers, personal influence and relationship with supervisors. There is trust among the employees and top management, co-workers' relationships with one another is satisfying and they get along with one another. Employees feel that they do have a personal impact on their job and that their supervisors acknowledge their needs. Table 5.9 indicates that the employees' relationship with their supervisor is open and built on trust.

5.3.2 Results: Survey 4 - Community participation and communication

- Year of birth

![Figure 5.7: Year of birth](image)

Twenty-three percent of the respondents were born between 1961 and 1970 and 21% between 1951 and 1960. Only 1% was born between 1923 and 1927. This proves that the survey covered a wide age range. The average age of the respondents was 42 years.
Sixty-three percent of the respondents were born in Beaufort West and 20% in another town or city in the Western Cape. Only 16% were born elsewhere in South Africa. This high figure of respondents having been born and living in Beaufort West could indicate that most of the respondents are well informed of the actions of the Park, its social responsibility and its communicating patterns, if any.

Respondents were asked to indicate how long they had been living in Beaufort West. Figure 3 shows that 18% have lived there between 16 and 20 years, 17% between
11 and 15 years, while only a small percentage of the respondents (4%) have lived in Beaufort West between 57 and 72 years. These results correlate well with Figure 5.8 and therefore one can believe that most people who were born in Beaufort West remain in Beaufort West.

- **Life in Beaufort West**

![Figure 5.10: Life in Beaufort West](image)

Respondents had to indicate which statement best described how they feel about living in Beaufort West. The statements were:

1) I love it; I can't think of anywhere else I would rather live (50%);
2) I enjoy living in Beaufort West but can think of other places I would equally enjoy, and
3) I only live here because circumstances demand it and I would prefer to live somewhere else.

- **Gender**

![Figure 5.11: Gender](image)

Fifty percent of the respondents said that they only live in Beaufort West because circumstances demanded it, while 33% enjoy living in Beaufort West, but can think of
other places that are more enjoyable. Only 17% indicated that they love Beaufort West.

Sixty-three percent of the respondents were female and 37% were male. The fact that there were more female respondents than male is possibly due to wives being assigned by their husbands to complete the questionnaire (Fig 5.11).

- **Occupation**

Table 5.11: Occupation

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>30%</td>
</tr>
<tr>
<td>Manager</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Administrative</strong></td>
<td><strong>10%</strong></td>
</tr>
<tr>
<td>Technical</td>
<td>3%</td>
</tr>
<tr>
<td>Sales person</td>
<td>1%</td>
</tr>
<tr>
<td>Farmer; forester</td>
<td>0%</td>
</tr>
<tr>
<td>Mining</td>
<td>0%</td>
</tr>
<tr>
<td>Civil servant</td>
<td>4%</td>
</tr>
<tr>
<td>Self-employed</td>
<td>5%</td>
</tr>
<tr>
<td>Non-profit worker</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Pensioner</strong></td>
<td><strong>12%</strong></td>
</tr>
<tr>
<td>Home duties</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Unemployed</strong></td>
<td><strong>17%</strong></td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
</tbody>
</table>

Thirty percent of the respondents are professionals and 10% are administrative personnel. 17% are unemployed and 12% are pensioners. The survey indicated that a high percentage (17%) of the residents of Beaufort West is unemployed. It should be remembered that only households living in a proper structure formed part of the research. This research confirms prior reports that Beaufort West has the highest unemployment rate in the Western Cape (Table 5.11).
- Education levels

![Bar chart showing education levels](image)

Figure 5.12: Education levels

Forty percent of the respondents have a matric certificate, 31% have a diploma or degree; 8% are post-graduates, while only 2% indicated that they had no schooling at all. This bodes well for the future if employment becomes available.

- Visits during 2006-2007

![Pie chart showing visits](image)

Figure 5.13: Visits during 2006-2007

According to Figure 5.13, 61% of the respondents did not visit the Park during 2006-2007, while 39% indicated that they had visited the Park during the same period. From a People and Conservation point of view, these percentages must draw
attention to improving the participation of local residents in the Park. Reasons for local residents' not visiting the Park are highlighted in the next section.

- **Main reasons for not visiting the park**

![Figure 5.14: Main reason for not visiting](image)

According to the respondents, the main reason for not visiting the Park is a lack of time (63%). Other reasons (10%) are that the Park does not interest them (18%) and that they do not want to go to the Park (9%) (Figure 5.14). Thus 27% of respondents are not interested in visiting the Park, unfortunately quite a high percentage. However, this high percentage could drop if more effort is made to involve local residents in the activities of the Park, if entrance fees for the community are reduced and the Park becomes more active and visible in the community.
**Park information currently being received**

Table 5.12: Park information currently being received

<table>
<thead>
<tr>
<th>Currently receiving information on the Park</th>
<th>Not at all</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very often</th>
</tr>
</thead>
<tbody>
<tr>
<td>On the Park in general</td>
<td>41%</td>
<td>41%</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>New development in the Park</td>
<td>38%</td>
<td>39%</td>
<td>15%</td>
<td>7%</td>
</tr>
<tr>
<td>Conservation news</td>
<td>43%</td>
<td>32%</td>
<td>18%</td>
<td>7%</td>
</tr>
<tr>
<td>Education programmes</td>
<td>41%</td>
<td>28%</td>
<td>24%</td>
<td>7%</td>
</tr>
<tr>
<td>Other national parks</td>
<td>59%</td>
<td>27%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>New appointments and personnel affairs</td>
<td>64%</td>
<td>23%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Marketing activities of the Park</td>
<td>54%</td>
<td>29%</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>Community projects (employment opportunities)</td>
<td>44%</td>
<td>36%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td>Children’s activities and programmes</td>
<td>44%</td>
<td>33%</td>
<td>17%</td>
<td>6%</td>
</tr>
<tr>
<td>Special promotions</td>
<td>41%</td>
<td>35%</td>
<td>19%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Respondents had to indicate the information they currently receive on the Park. The results tabled in Table 5.12 show some of the most important aspects:

Aspects that they receive little or no communication of are:
- New appointments and personnel affairs (64%)
- Other national parks (59%)
- Marketing activities of the Park (54%).

Aspects that they do receive communication of sometimes are:
- On the Park in general (41%)
- New development in the Park (39%).

The results show that communication between the Park and the community needs to be improved. All respondents indicated that the communication media are in a poor state and do not work well.
Park information respondents would like to receive in future

Table 5.13: Park information respondents would like to receive in future

<table>
<thead>
<tr>
<th>Importance of receiving information on</th>
<th>Not important</th>
<th>Important</th>
<th>More important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Park in general</td>
<td>8%</td>
<td>58%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>New development in the Park</td>
<td>5%</td>
<td>58%</td>
<td>15%</td>
<td>22%</td>
</tr>
<tr>
<td>Conservation news</td>
<td>7%</td>
<td>53%</td>
<td>16%</td>
<td>25%</td>
</tr>
<tr>
<td>Education programmes</td>
<td>6%</td>
<td>54%</td>
<td>14%</td>
<td>26%</td>
</tr>
<tr>
<td>Other national parks</td>
<td>12%</td>
<td>55%</td>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>New appointments and personnel affairs</td>
<td>17%</td>
<td>50%</td>
<td>12%</td>
<td>21%</td>
</tr>
<tr>
<td>Marketing activities of the Park</td>
<td>11%</td>
<td>50%</td>
<td>18%</td>
<td>21%</td>
</tr>
<tr>
<td>Community projects (employment opportunities)</td>
<td>7%</td>
<td>43%</td>
<td>16%</td>
<td>34%</td>
</tr>
<tr>
<td>Children's activities and programmes</td>
<td>6%</td>
<td>44%</td>
<td>15%</td>
<td>35%</td>
</tr>
<tr>
<td>Special promotions</td>
<td>6%</td>
<td>47%</td>
<td>21%</td>
<td>26%</td>
</tr>
<tr>
<td>To be part of the decision-making process of the Park</td>
<td>29%</td>
<td>37%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>To be actively involved in conservation activities of the Park</td>
<td>20%</td>
<td>45%</td>
<td>17%</td>
<td>18%</td>
</tr>
<tr>
<td>To obtain knowledge of the Park such as fossils, endangered species and wildlife</td>
<td>10%</td>
<td>47%</td>
<td>17%</td>
<td>26%</td>
</tr>
<tr>
<td>General aspects pertaining to the Park</td>
<td>27%</td>
<td>46%</td>
<td>11%</td>
<td>16%</td>
</tr>
<tr>
<td>Regarding conservation activities</td>
<td>13%</td>
<td>51%</td>
<td>17%</td>
<td>19%</td>
</tr>
<tr>
<td>Regarding special programmes</td>
<td>8%</td>
<td>49%</td>
<td>17%</td>
<td>26%</td>
</tr>
<tr>
<td>Marketing information</td>
<td>16%</td>
<td>43%</td>
<td>18%</td>
<td>23%</td>
</tr>
<tr>
<td>Regarding community projects</td>
<td>10%</td>
<td>44%</td>
<td>19%</td>
<td>27%</td>
</tr>
<tr>
<td>Children's activities/programmes</td>
<td>8%</td>
<td>44%</td>
<td>17%</td>
<td>31%</td>
</tr>
<tr>
<td>Employment opportunities</td>
<td>21%</td>
<td>39%</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>Significance of the Karoo National Park for Beaufort West</td>
<td>5%</td>
<td>24%</td>
<td>11%</td>
<td>60%</td>
</tr>
<tr>
<td>Importance to give feedback on aspects regarding the Park</td>
<td>13%</td>
<td>36%</td>
<td>18%</td>
<td>33%</td>
</tr>
</tbody>
</table>

When asked how important it is to receive information on certain aspects in future, the following were seen as important subjects (Table 5.13):

- The Park in general (58%)
- New development (58%)
- Other national parks (55%)
- Education programmes (54%)
- Conservation aspects (53%)
- Conservation activities (51%)
It is also important to note that the general rating of these aspects are very low, indicating the importance of residents’ receiving information on these aspects.

Sixty percent indicated that they would like to receive information on the significance of the Karoo National Park for Beaufort West. It is interesting to note that the employees in the Park also indicated that they would like to be more informed of new development in the Park when this was measured in a different survey regarding only communication within the Park.

Effectiveness of communication between the Park and the community

Table 5.14: Communication between the Park and community

<table>
<thead>
<tr>
<th>Opinion</th>
<th>No</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very often</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of communication between Park and community</td>
<td>79%</td>
<td>9%</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Opportunities for feedback</td>
<td>24%</td>
<td>34%</td>
<td>27%</td>
<td>15%</td>
</tr>
<tr>
<td>Park’s fulfilment of needs regarding programmes</td>
<td>33%</td>
<td>43%</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>Park’s fulfilment of needs regarding facilities</td>
<td>41%</td>
<td>34%</td>
<td>16%</td>
<td>9%</td>
</tr>
<tr>
<td>Involvement in Park forum</td>
<td>44%</td>
<td>36%</td>
<td>19%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Seventy-nine percent of the respondents said that there is no effective communication between the Park and the community; 34% felt that there are sometimes opportunities for feedback and 27% said there are often opportunities for feedback. Only 10% said that the programmes catered fully for the community’s needs while 43% said that the community’s needs are sometimes fulfilled by the programmes; 40% said that the Park facilities provided for the community does not fulfill their needs. This is important because the People and Conservation of Karoo National Park should identify the facilities to provide for the community that will reciprocate by getting the community to visit the Park. Forty-four percent of the respondents are not involved in the Park forums, whereas only 7% are very often involved. It is important to note here that the Park forum is a new concept and it is a main focus for the Karoo National Park’s management to establish this concept and make it an effective communication channel.
• Existing communication channels

Respondents indicated that pamphlets (53%) are currently the most successful communication method used between the Park and the community. Respondents also indicated that only 10% make use of meetings that are scheduled. Twenty percent of the respondents chose not to answer this question.

• Future communication channels

Respondents still felt that pamphlets (46%) are an effective way to communicate with the community while 17% felt that more meetings should be held; 12% indicated that they prefer e-mail as a communication medium. Only 9% of the community did not
answer this question. It is very important to identify an effective communication medium as Table 5.14 indicated that communication between the Park and the community can improve. Six percent of the community indicated that the Park forum is a good medium to improve communication between the two parties.

- **Awareness of the Park forum**

![Figure 5.17: Awareness of the Park forum](image)

Eighty-five percent of the community is unaware of the Park forum, while 15% is aware that the Park has a forum where the community is represented. This, too, confirms the fact that communication between the Park and the community is not very effective. It highlights the fact that the Park forum, which is still new to the community, should be established in the minds of the community by creating awareness.

- **Expectations of the Park forum**

Table 5.15: Expectations of the Park forum

<table>
<thead>
<tr>
<th>Expectations</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility</td>
<td>5%</td>
</tr>
<tr>
<td>Communication with community</td>
<td>13%</td>
</tr>
<tr>
<td>Community involvement</td>
<td>34%</td>
</tr>
<tr>
<td>Employment</td>
<td>5%</td>
</tr>
<tr>
<td>Feedback</td>
<td>2%</td>
</tr>
<tr>
<td>Give information</td>
<td>32%</td>
</tr>
<tr>
<td>Improvement of expansions</td>
<td>3%</td>
</tr>
<tr>
<td>Marketing</td>
<td>6%</td>
</tr>
</tbody>
</table>
Respondents were asked what they would expect of the Park forum. Table 5.15 summarises the expectations of the Park forum. Thirty-four percent felt that the forum must involve the community more; 32% said that the forum must provide information to the community and 13% said that the forum itself must communicate with the community. The table provides guidance for Park management to identify what information to disseminate during Park forum meetings.

5.4 CONCLUSIONS

From the results of the surveys the following conclusions were drawn.

5.4.1 Conclusion: Survey 3 - Communication audit of internal staff at the Karoo National Park

Both genders are well represented in the staff of the Karoo National Park. As staff is young it could benefit the Park as they still have many years’ service ahead of them. With proper support and guidance they could make a significant contribution to the organisation. The average number of years worked for SANParks is 7.8. The average number of years of employment at the Karoo National Park for the current staff is 7.5 years. The conclusion could thus be drawn that most of the staff members have been employed only by the Karoo National Park. Fifty-six percent of respondents live in the Park and 44% live outside the Park. Seventy-three percent of respondents are Afrikaans speaking. Respondents indicated that they receive enough information on aspects regarding their job, but that they would like to receive more general information; they receive enough information from their co-workers, managers and Park management. There is a positive attitude towards communication in the Karoo National Park from management side as well as from the staff.

Communication in general can be rated as good. Staff are also satisfied with the amount and channels of communication used. Information received from various sources show that management is doing a good job and this might be because of regular meetings. The timeliness of information is also sufficient. Most frequently used channels of communication include face-to-face, bulletin boards, a newsletter, meetings and minutes of meetings; the desired langue is used in communication. Channels of communication not frequently used include SMSs and home mailings.

Relationships with colleagues show the following:
- Staff trusts management, finds them honest and listens to them
- Staff is free to disagree with supervisors
- Supervisors give enough feedback, they are friendly, they understand the needs of employees and have good relationships.

5.4.2 Conclusion: Survey 4 - Community participation and communication

Based on the results of the community survey, the following conclusions could be drawn:

During 2006-2007, 61% of the residents of Beaufort West did not visit the Park and only 39% had. The main reason given was that the residents did not have time to visit the Park. Most of the aspects measured on information currently being received, indicate that there is little or no communication between the Park and the community. Compared to the information residents would like to receive in future, aspects that should be highly communicated to the community are:

- On the Park in general
- New development in the Park
- Conservation news
- Education programmes
- Other national parks
- New appointments and personnel affairs and
- Marketing activities in the Park

The lack of information being communicated to the community could be the reason why 61% of the residents did not visit the Park during the indicated period. Interest in the Park is not stimulated among members of the community and therefore the conclusion could be drawn that it is not a priority for the residents to visit and support the Park.

Regarding the effectiveness of communication between the Park and the community, 79% stated that communication is not effective, supporting the statement made above on the community’s lack of interest in the Park. There is also a lack of participation by the community in the Park forum and utilising the other facilities the Park offers. Pamphlets are currently the most frequently used communication channel from the Park to the community and respondents indicated that they would prefer pamphlets as a communication channel in future; 85% of the respondents indicated that they are not aware of the Park forum, but respondents expected that
the Park forum would be a channel of communication, improve community involvement and provide information on the Park.
CHAPTER 6
CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION
The purpose of this study was to determine the internal and external communication efficacy of the Karoo National Park. To this end the following goals were set and achieved:

- To analyse the role and function of communication from a business perspective. This was accomplished in Chapter 2.
- To analyse the functions of SANParks and the role the organisation plays in conservation tourism as a leading conservation authority. This was accomplished in Chapter 3.
- To analyse community tourism was also achieved in Chapter 3.
- To determine internal communication of the Karoo National Park was achieved in Chapter 4.
- To determine external communication of the Karoo National Park was achieved in Chapter 5.

The results of the research are dealt with in this chapter; recommendations based on the findings of this study and for future research will also be made.

6.2 CONCLUSIONS
This section concludes with the main findings of the literature review and the surveys that were conducted.

6.2.1 Literature review
Organisation communication as explained in Chapter 2 may be understood as a holistic approach to communicate in an organisation; communication is the responsibility of every stakeholder in the organisation, in the internal as well as external environment. The overall purpose of managing communication in an organisation is to create sound relationships among the different stakeholders, but
such relationships can only be established if communication is effective. It is not enough just to convey information; the message or information communicated must have an influence and a changing effect on the receiver. **Effective communication as explained and defined in this study is a mutual understanding of the message or information communicated between the sender and the receiver, with minimal blockages that affect the message and/or receiver within an organisation. Effective communication is therefore about communicating with as little as possible interference.**

Moreover, planning the communication with the different role-players of an organisation is a helpful tool for developing and organising the message or information that will be communicated, and ensuring that it has an effective impact on the receiver. The communication strategy and communication plan in Chapter 2 as proposed by Steyn & Puth (2000:57) provide excellent guidelines for planning and formulating the message or information that must be communicated. This strategy and plan incorporates all the different aspects that should be considered when communicating from an organisation's point of view; the internal environment of the organisation, its external environment, the internal and external role-players, the different types of communication, the different media channels, considering what should be communicated and the practical action plan that will be used. Assessing the impact of the communicated message or information is essential in determining the effectiveness of the communication.

The outcomes of a first-rate communication climate among the organisation's internal and external role-players are respectively:

- Innovation and continuous improvement of the organisation's products and/or services
- Sharing information among colleagues
- Trust among co-workers and between co-workers and managers
- The organisation's achieving its goals according to the vision, mission, role and function, and
- The establishment of long-term relationships with internal and external role-players.

For the purpose of this study, communication efficacy of the Karoo National Park was examined through gaining insight into the role and function of South African National
Parks (SANParks) as a leading conservation authority of which the Karoo National Park is just one of the twenty-one national parks managed by SANParks. According to the explanations given in Chapter 3, the role of South African National Parks is to control, manage and maintain the national parks in South Africa whose function, in turn, is to achieve the following:

1. **Constituency building:** The upliftment of the community
2. **Tourism:** To provide recreational and tourism activities and facilities to tourists
3. **Conservation:** To conserve the protected areas allocated to national parks and to create a sustainable plan of managing the national parks.

SANParks' role and functions are captured in the three national acts namely, *The National Parks Act*, Act no. 57 of 1976, *The Protected Areas Act* and *The Information Act* of 2002. According to these acts, community tourism as a key function as discussed in Chapter 3. The community adjacent to the different parks is one of the main role-players of these national parks. Other role players are the government, non-governmental organisations, tourists, donors and sponsors, honorary rangers, farmers, the media, the research community, SANParks' Head Office and other parks and their staff.

In community tourism, the community is at the heart of the planning and managing process of a national park which, in turn, should benefit and involve the local community. Sustainable development provides a platform not only for managing the tourism and conservation side of national parks, but also for the development of the local community. Managing a national park's key role-player from the foundation of sustainable tourism will result in open community participation and the achievement of goals according to their role and function.

Effective communication, however, is a requirement for achieving the conclusion on community tourism. The development, upliftment and participation of the local community can only be performed through a good understanding and positive communication climate within SANParks, the Karoo National Park and its adjacent community of Beaufort West.
6.2.2 Surveys

Quantitative research and qualitative research were conducted to realise the purpose of this study. The findings of the research will be briefly discussed under each of the surveys that were conducted.

6.2.2.1 Qualitative research: Two surveys conducted via five interviews

From Survey 1 on the internal communication between SANParks' Head Office and the different parks as well as the internal communication between the respective People and Conservation Divisions at Head Office and the Karoo National Park, the following conclusions became evident:

- There is a well-established organisation structure for SANParks to communicate from Head Office to the different national parks.
- It is the People and Conservation Manager's responsibility to communicate with the People and Conservation Managers of the different parks.
- The different channels of communication used to communicate with the different parks are e-mails, telephone calls, weekly conference calls between the twenty-one park managers and Head Office and quarterly reports on issues in SANParks.
- The Karoo National Park's People and Conservation Manager can communicate with the People and Conservation Manager at Head Office directly through e-mails and telephone calls, as well as with the Regional Coordinator of the specific cluster who reports to Head Office.
- An information weekend is held annually for the People and Conservation Manager at Head Office and the corresponding managers at the different parks to discuss matters related to conservation at the different parks.
- Communication between the Karoo National Park and SANParks' Head Office is generally satisfactory.

Survey 2 was conducted to analyse the internal communication of the Karoo National Park and its external communication with the local community. The following conclusions were drawn:

- Overall there is a positive communication climate among the internal staff of the Karoo National Park.
• The Mbizos held with the staff seem to be effective in handling and solving issues.

• The four division managers' meetings every Friday address practical issues and the different divisions at the Karoo National Park and their managers meet every day before work, leading to improved communication with staff. The meetings also provide an opportunity for the staff to raise questions and discuss issues with their direct managers.

• The communication media used in the past to communicate with local residents were newsletters, e-mails, letters posted, telephone calls, posters and meetings held in the multipurpose centre.

• The Park offers a discount to local residents on special events and to enter the Park. It also initiated environmental education programmes for children and eco programmes for schools.

• The Karoo National Park participates in events such as the Hartfees, the agricultural show and the Beaufort West Marathon, and launched the Karoo National Park Marathon and the Karoo National Park Cycling Challenge.

6.2.2.2 Quantitative research: Two surveys conducted via questionnaires

Survey 3: Communication audit of the staff of the Karoo National Park to analyse internal communication

The basic profile of the staff of the Karoo National Park can be summarised as follows:

• Both genders are well represented; the staff is young which is an advantage to the Park: with support and guidance they can make a significant contribution to the organisation.

• The average number of years of working for SANParks is 7,8 and the average years of employment at the Karoo National Park is 7,5 years. The assumption may thus be made that most of the staff members have only ever been employed at the Karoo National Park; this indicates staff loyalty to the Park.

• 56% of respondents live in the Park and 44% live outside the Park.

• 73% of respondents are Afrikaans speaking.

The results of the communication audit to assess the current internal communication at the Karoo National Park are as follows:
• The employees of the Karoo National Park would like to receive more information on promotions, new products and specific problems in the Park in future.

• Employees receive little information from SANParks' Head Office and an adequate amount of information from their managers.

• Employees would like to receive more information from SANParks' Head Office in future.

• Information communicated through different channels is considered to be received in good time.

• Employees would like to receive more information through communication minutes, meetings with their supervisors and meetings with the divisional management in future.

• The information that the staff currently receives and the information they would like to receive in future on decision making in the organisation is a high priority.

• Management makes an effort to communicate with employees and to consider their needs.

• Employees generally experience job satisfaction in their respective positions but 30% would like to see an increase in salary.

Four factors were identified through the factor analysis and the following were found:

**Factor 1**: Relationship with management: There is trust between the employees and top management

**Factor 2**: Relationship with co-workers: Co-workers' mutual relationships are satisfying and they get along well.

**Factor 3**: Personal influence: Employees feel that they do have a personal effect on their jobs.

**Factor 4**: Relationship with supervision: Supervisors acknowledge employees' needs and the relationship between employees and their supervisors is open and built on trust.
Survey 4: The community survey to assess communication between the Karoo National Park and Beaufort West

Sixty one percent of the residents of Beaufort West did not visit the park during 2006 and 2007. Aspects measured on information currently received, indicated that there is little or no communication between the Park and the community. Respondents indicated that they prefer pamphlets as a communication channel.

According to the results, residents would like to receive information in future, and indicated aspects that should be highly communicated as:

- Park information in general.
- New developments in the Park.
- Conservation news.
- Education programmes to be presented.
- Information on other national parks.
- New appointments and personnel affairs, and
- Marketing activities of the Park.

The lack of information communicated to the community could be the reason why 61% of the residents did not visit the Park for two years, even though the majority indicated that the main reason for their not visiting the Park was a lack of time. Poor communication with the community could be the real reason why there is a supposed lack of available time and therefore the interest to visit the Park. The conclusion may thus be drawn that it is not a priority for residents to visit and support the Park.

Eighty five percent of the residents are unaware of the park forum. Expectations for the park forum are:

- It would be a channel of communication
- It would improve community involvement, and
- It would provide information on the Park.

This indicates that, if the park forum is well established and managed, it could meet the needs of the community as a communication channel and be a very effective tool to that end.
As regards the effectiveness of communication between the Park and Beaufort West, 79% stated that communication is not effective. This supports the statement above on the Park’s defective communication of information to residents. However, there is also deficient community participation in the park forum and other public facilities provided by the Park. This could indicate that the Park does not fulfil the community’s needs because of a lack of communication between the two publics. The assumption could be made that the Park is unaware of what the needs of the community are; it only sometimes fulfils their need in the programmes they initiate.

One overall conclusion is that there is satisfactory internal communication between Head Office and the Karoo National Park with established channels of communication. The current media indicated for communicating internally between Head Office and the Karoo National Park and among the Park’s staff leave room for feedback and for creating two-way communication. The trust among employees results in good team work and job satisfaction. Information on decision making in the organisation is a high priority. Communication between the Park and its local community is unsatisfactory. Almost 80% of the respondents felt that communication is not effective and does not fulfil their needs.

6.3 RECOMMENDATIONS

Recommendations are made below with regard to this study and for further research.

6.3.1 Recommendations regarding the study

Recommendations for internal communication at the Karoo National Park:

*Internal communication between Head Office and the Karoo National Park*

- The annual information weekend for the People and Conservation managers should be held every six months.
- Communication from SANParks’ Head Office to employees can be improved through a monthly newsletter of two to three pages, discussing internal issues in South African National Parks. This newsletter could be e-mailed to division managers, printed out and distributed at the first meeting of the month in every division. This would increase employees’ feeling part of a bigger organisation that is making a difference.
Internal communication in the Karoo National Park

- The management of the Karoo National Park should communicate promotions of the Park, new products and specific problems in the Park more frequently by addressing these issues in management meetings with the four divisional managers, emphasising that such matters must be discussed or explained to employees.
- Birthdays, years of service at the Karoo National Park (such as 10 years, 15 years and so on) and other work-related staff achievements can be acknowledged; for example, birthday cards from the management team sent to employees on their birthdays. This would be a simple, but effective, gesture because of the small number of Karoo National Park employees and it would improve employee loyalty. It would improve the recognition of the Karoo National Park staff.
- Staff socialising events could improve the relationship between management and staff. It might be a quarterly braai where the Park Manager could open the event with some feedback on the Park's bed occupation statistics, feedback from tourists and other interesting facts that employees are usually unaware of.
- The significance of community support must be established among employees. This might be achieved by a brief discussion on sustainable tourism, South African National Park's role and function and the desired relationship between a park and its adjacent community.

Recommendations for communication with the Beaufort West community

- Current communication with the community can be improved by implementing the park forums and having meetings with non-governmental organisations and local government.
- The main focus for communicating with the community should be on the park forum to be established in the community. This can, however, only be an effective communication channel if the community is aware of the park forum and its function.
- To improve awareness of the park forum, a campaign ought to be launched, planned according to the communication strategy and communication plan provided in Chapter 2. This campaign must have a central theme,
communicating with the community via posters, pamphlets, a park forum information letter and representatives of the Karoo National Park addressing high school assemblies and municipal meetings.

- Park fees should be reduced for residents throughout the year by means of a community Wild card to improve the frequency of their visits to the Park.
- Special rates for residents to overnight at the Karoo National Park in the off-peak seasons could be offered. A maximum of two nights per year per household could be used to control this benefit.
- A feedback box could be placed at all municipal service points, the post office, police station and the multipurpose centre. This could improve feedback on education programmes and events and boost general enquiries from the community to the Park.
- Community needs could be researched through structured questionnaires handed out and collected via the feedback box.
- Media publications and/or coverage on the Karoo National Park and the community could improve residents' pride in and loyalty to the Park.

**Recommended guidelines for managers' effective communication according to the research findings**

- Formulate the message clearly:
  - **Content**: Determine what must be communicated
  - **Direction of flow**: Focus on two-way horizontal communication
  - **Channel**: Choose the appropriate channel or medium to reach targeted receivers
  - **Know the receiver**: Analyse the receiver's language, culture, values and perceptions
- Determine the goal and purpose of the message
- Be specific
- Provide sufficient information in the message
- Focus on personal channels of communication such as face-to-face, meetings and focus groups
- The message must be well timed; timing of the message is important, it must not be sent too early or too late
- Encourage feedback; feedback assesses the impact of the message
- Credibility: The sender of the message must be a trustworthy source
• Openness
• Avoid perceptual differences; message must be simple and straightforward
• Use verbal and non-verbal communication methods
• Follow up; monitor the impact of the message sent and identify areas for improvement.

6.3.2 Recommendations for further research

Recommendations on future research are:

• This study focused only on the community as a stakeholder of the Karoo National Park and the communication between these to publics. But how effective is the communication between the Park and their other stakeholders such as farmers, the media, the government and/or tourists?
• Research on the interaction and communication relationship between residents of and tourists to the Karoo National Park should be conducted.
• As community development is one of the key functions of South African National Parks, what are the development and education needs of the community and to what extent can the Karoo National Park provide in these needs?
REFERENCES


DEAT see Department of Environmental Affairs and Tourism


RETIEF, F. 2006. The quality and effectiveness of Strategic Environmental Assessment (SEA) as a decision-aiding tool for national park expansion – the greater Addo Elephant National Park. KOEDOE, 49(2).103-122.


SA see South Africa


WTO see WORLD TOURISM ORGANISATION

Appendix A – Communication Audit questionnaire:
Internal staff Karoo National Park
Karoo National Park Internal Communication Audit

1. Gender:  
   Male:
   Female:

2. Age:  

3. How long have you been employed by SANParks?  

4. How long have you been working in Karoo National Park?  

5. What is your job title?  

6. Do you live inside or outside the borders of the park?  
   In the park:  
   Outside the park:  

7. Language:  
   Afrikaans:  
   English:  
   Xhosa:  
   Other (specify):  

8. How would you rate the following statements with regard to the amount of information you receive on the following statements:  
   1= None; 2= Little; 3= Enough; 4= Too much

<table>
<thead>
<tr>
<th></th>
<th>Amount of information I receive now</th>
<th>Amount I would like to receive</th>
</tr>
</thead>
<tbody>
<tr>
<td>My job responsibilities</td>
<td>A 1 2 3 4</td>
<td>H 1 2 3 4</td>
</tr>
<tr>
<td>How problems are solved in the work place</td>
<td>B 1 2 3 4</td>
<td>I 1 2 3 4</td>
</tr>
<tr>
<td>How decisions are taken that influences my job</td>
<td>C 1 2 3 4</td>
<td>J 1 2 3 4</td>
</tr>
<tr>
<td>Promotion opportunities in the organisation</td>
<td>D 1 2 3 4</td>
<td>K 1 2 3 4</td>
</tr>
<tr>
<td>New products, systems and programs in the organisation</td>
<td>E 1 2 3 4</td>
<td>L 1 2 3 4</td>
</tr>
<tr>
<td>How my job contributes to the overall success of the organisation</td>
<td>F 1 2 3 4</td>
<td>M 1 2 3 4</td>
</tr>
<tr>
<td>Specific problems in the organisation</td>
<td>G 1 2 3 4</td>
<td>N 1 2 3 4</td>
</tr>
</tbody>
</table>
9. How much information do you receive from the following sources:

1= None: 2= Little; 3= Enough; 4= Too much

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount of information I receive now</th>
<th>Amount I need to receive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coworkers</td>
<td>A 1 2 3 4</td>
<td>E 1 2 3 4</td>
</tr>
<tr>
<td>Managers</td>
<td>B 1 2 3 4</td>
<td>F 1 2 3 4</td>
</tr>
<tr>
<td>Park management</td>
<td>C 1 2 3 4</td>
<td>G 1 2 3 4</td>
</tr>
<tr>
<td>Head office- SANParks</td>
<td>D 1 2 3 4</td>
<td>H 1 2 3 4</td>
</tr>
</tbody>
</table>

10. How timely do you receive information from the following key sources:

1=Never; 2=Little; 3=Regularly; 4= Frequent

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount of information I receive now</th>
<th>Amount I need to receive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coworkers</td>
<td>A 1 2 3 4</td>
<td></td>
</tr>
<tr>
<td>Managers</td>
<td>B 1 2 3 4</td>
<td></td>
</tr>
<tr>
<td>Park management</td>
<td>C 1 2 3 4</td>
<td></td>
</tr>
<tr>
<td>Head office- SANParks</td>
<td>D 1 2 3 4</td>
<td></td>
</tr>
</tbody>
</table>

11. Rate the amount of information that you receive from the following sources:

1= None; 2= Little; 3= Enough 4= Too much;

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount of information I receive now</th>
<th>Amount I need to receive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to face</td>
<td>A 1 2 3 4</td>
<td>N 1 2 3 4</td>
</tr>
<tr>
<td>Telephone</td>
<td>B 1 2 3 4</td>
<td>O 1 2 3 4</td>
</tr>
<tr>
<td>Written memos, letters, and notices</td>
<td>C 1 2 3 4</td>
<td>P 1 2 3 4</td>
</tr>
<tr>
<td>Bulletin boards</td>
<td>D 1 2 3 4</td>
<td>Q 1 2 3 4</td>
</tr>
<tr>
<td>Corporate newsletter</td>
<td>E 1 2 3 4</td>
<td>R 1 2 3 4</td>
</tr>
<tr>
<td>Procedural manual</td>
<td>F 1 2 3 4</td>
<td>S 1 2 3 4</td>
</tr>
<tr>
<td>Home mailings</td>
<td>G 1 2 3 4</td>
<td>T 1 2 3 4</td>
</tr>
<tr>
<td>Communication committee minutes</td>
<td>I 1 2 3 4</td>
<td>U 1 2 3 4</td>
</tr>
<tr>
<td>Meeting with supervisor</td>
<td>J 1 2 3 4</td>
<td>V 1 2 3 4</td>
</tr>
<tr>
<td>Meeting with divisional management</td>
<td>K 1 2 3 4</td>
<td>W 1 2 3 4</td>
</tr>
<tr>
<td>Desired language of printed communication channels</td>
<td>L 1 2 3 4</td>
<td>X 1 2 3 4</td>
</tr>
<tr>
<td>Sms</td>
<td>M 1 2 3 4</td>
<td>Y 1 2 3 4</td>
</tr>
</tbody>
</table>
12. How would you rate the following statements with regard to communication and relationships with your colleagues:

1=Never 2=Little; 3=Sometimes; 4=Enough; 5=A lot

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>I trust my coworkers</td>
<td>A</td>
</tr>
<tr>
<td>My coworkers get along with each other</td>
<td>B</td>
</tr>
<tr>
<td>My relationship with my coworkers is satisfying</td>
<td>C</td>
</tr>
<tr>
<td>I trust my immediate supervisor</td>
<td>D</td>
</tr>
<tr>
<td>My immediate supervisor is honest with me</td>
<td>E</td>
</tr>
<tr>
<td>My immediate supervisor listens to me</td>
<td>F</td>
</tr>
<tr>
<td>I am free to disagree with my immediate supervisor</td>
<td>G</td>
</tr>
<tr>
<td>My immediate supervisor praises me for a good job</td>
<td>H</td>
</tr>
<tr>
<td>My immediate supervisor is friendly with subordinates</td>
<td>I</td>
</tr>
<tr>
<td>My immediate supervisor understands my job needs</td>
<td>J</td>
</tr>
<tr>
<td>My relationship with my immediate supervisor is satisfying</td>
<td>K</td>
</tr>
<tr>
<td>I trust my top management</td>
<td>L</td>
</tr>
<tr>
<td>Top management is sincere in efforts to communicate with employees</td>
<td>M</td>
</tr>
<tr>
<td>My relationship with top management is satisfying</td>
<td>N</td>
</tr>
<tr>
<td>My organisation encourage differences of opinion</td>
<td>O</td>
</tr>
<tr>
<td>I have a say in decisions that affect my job</td>
<td>P</td>
</tr>
<tr>
<td>I influence operations in my unit or department</td>
<td>Q</td>
</tr>
<tr>
<td>I have a part in accomplishing my organisation's goals</td>
<td>R</td>
</tr>
</tbody>
</table>

13. Rate the following with regards to your job situation:

1= Unsatisfied; 2= Unpleased; 3= Pleased; 4= Satisfied; 5= Very satisfied

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>My job</td>
<td>A</td>
</tr>
<tr>
<td>My pay</td>
<td>B</td>
</tr>
<tr>
<td>My progress in my organisation up to this point in time</td>
<td>C</td>
</tr>
<tr>
<td>My chances for getting ahead in my organisation</td>
<td>D</td>
</tr>
<tr>
<td>My opportunity to make a difference and to contribute to the overall success of my organisation</td>
<td>E</td>
</tr>
<tr>
<td>My organisation's system for recognizing and rewarding outstanding performance</td>
<td>F</td>
</tr>
<tr>
<td>My organisation's overall communicative efforts</td>
<td>G</td>
</tr>
<tr>
<td>Working in my organisation</td>
<td>H</td>
</tr>
<tr>
<td>My organisation's effectiveness, as compared to other such organisations</td>
<td>I</td>
</tr>
<tr>
<td>My organisation's overall efficiency of operation</td>
<td>J</td>
</tr>
<tr>
<td>To overall quality of my organisation's product or service</td>
<td>K</td>
</tr>
<tr>
<td>My organisation's achievement of its goals and objectives</td>
<td>L</td>
</tr>
</tbody>
</table>
14. Any other recommendations or suggestions with regard to the improvement of internal communication within your organisation?


Thank you for your cooperation!