

**UNIVERSITY OF EDUCATION, WINNEBA**

**ORGANISATIONAL STRUCTURE AND COMMUNICATION MANAGEMENT:**

**A CASE STUDY OF THE GHANA ARMED FORCES.**

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**A DISSERTATION IN THE DEPARTMENT OF COMMUNICATION AND MEDIA STUDIES, FACULTY OF FOREIGN LANGUAGES EDUCATION, SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES, UNIVERSITY OF EDUCATION, WINNEBA, IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE MASTER OF ARTS (BUSINESS COMMUNICATION DEGREE) IN COMMUNICATION AND MEDIA STUDIES.**

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**JULY, 2017**

## DECLARATION

### CANDIDATES DECLARATION

I, INNOCENT MAUNYA AZORNU hereby declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted either in part or whole for another degree elsewhere.

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I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: **MR. KWESI AGGREY**

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## ACKNOWLEDGEMENTS

Moments of fulfillment such as this come with the need for conscious reflection and acknowledgement of the efforts of others, who have contributed to making the seemingly impossible possible. It is for this reason that I ascribe all the glory and honour to God Almighty for seeing me through yet another journey of success. Besides, I am also profoundly indebted to my supervisor, Mr. Kwesi Aggrey, for his roles, encouragement and support as a supervisor, an academic coach, as well as a mentor, whose zeal and principle of perfection had inspired me to love doing what I had done and doing it the best way. You were not just a supervisor, but also a career and academic coach, who gave me the long rope of excellent reception. Thank you for everything and God bless you and enrich your knowledge more. It is also an opportunity to lift high the name of a woman, Martha Yaa Tawiah Tally (deceased) with the biggest and the most loving heart whose dream, principle, wisdom, faith and prayer continue to live with me for the rest of my life. I love you mum. I am also grateful to Makafui Azornu for his prayers. I love you Makay (son). My profound appreciation finally goes to the Ghana Armed Forces especially Eunice Ashitey and all the uncountable lot who contributed significantly in making this thesis a concrete success.

## **DEDICATION**

I dedicate this work to my family and Makafui Azornu (A.k.a. Makay) and to all who in diverse ways contributed to this milestone.

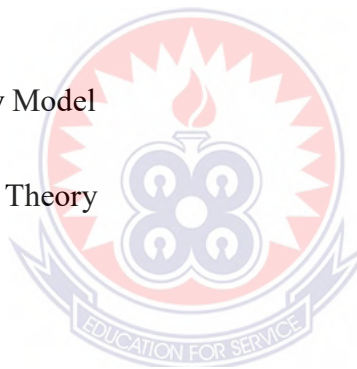


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## ABSTRACT

This study investigated how organisational structure impacts communication management in the Ghana Armed Forces. Previous studies on the Ghana Armed Forces rarely touched on communication management. The study was qualitative, and purposively sampled senior and junior officers for interviews and field observations. Some documents such as Armed Forces news and memoranda were analysed for relevant information. Max Weber's Bureaucracy Model and Relationship Management Theory by Mary Ann Ferguson were used to analyse the organisational structure of the Ghana Armed Forces. Narrative discussions were also used as part of data collection. Findings showed that there was a direct link between organisational structure and communication management in the Ghana Armed Forces. Again findings revealed that military culture was also an additional element that influences communication management. Findings further indicated that internal communication was based on institutionalised systems such as chain of command, control and hierarchy. In effect, despite all the challenges faced by the Directorate of Public Relations (DPR), communication management in the Ghana Armed Forces was still at its best.





## CHAPTER ONE

### 1.0 Introduction

This chapter of the study presents a background in organisational structure and communication management in the Ghana Armed Forces. It proceeds to the statement of the problem which serves as the foundation for stating objectives and research questions.

### 1.1 Background of the Study

According to Miles, Snow, Meyer and Coleman (1978) an organisation is both its purpose and the mechanism constructed to achieve the purpose. What this means is that the concept of organisation is to achieve both goals and all the elements (vision, mission, objectives and aspirations) that represent this unique combination. Miles et al. (1978) drew the conclusion that structure and the processes which take place inside the organisation are closely aligned; it is hard to speak about one without mentioning the other. It is important to understand the conclusion drawn by Miles et al. (1978). It illustrates how structure is interconnected with such concepts as culture and communication, and how this mutual connection influences the processes of the life cycle of an organisation.

The concept of structure typically characterises the relationships that exist between parts of a whole. In terms of organisation theory, structure may refer to either the physical layout of buildings or the social relationships present between people, positions and organisational units (Hatch, 2000). By examining the structure of an organisation, much can be revealed about the culture and communication present in the organisation. Schein (1985) defined culture as that pattern of basic assumptions that a given group has created, found or developed during a learning process owing to problems of external adaptation and internal integration. He (Schein) perceives

culture as a whole which keeps the organisation together. Again, culture is an integral part of the organisation which all employees agree on for the smooth running of the organisation. Schein has three views of organisational culture and they are: basic assumptions, values and artifacts which are firmly grounded on the structure of the organisation. According to Leavitt (1964) communication is the basic thread that ties and links all the components of the organisation together.

Communication is pervasive in all areas of organisational life. It is the means by which organisational members collect and disseminate the information that they need to work with; and it is also a means by which they achieve coordination and cooperation (Chung, 1987). Several studies suggest that managers spend about eighty percent of their time communicating with other people, including subordinates, peers, superiors, clients, and suppliers (Mintzberg, 1979). Barnard (as cited in Wiley, 2000) described the value of communication in organisations in his book titled *The Functions of the Executive*. In that book, he (Barnard) connected organisational structure and scope to communication techniques, arguing that communication should occupy a central place in organisational life. Accordingly, the variables (culture, power and authority) that influence communication in an organisation concern both structure and management. Through communication we make known our needs, our wants, our ideas, and our feelings. The better we are at communication, the more effective we are at achieving our hopes and dreams (Hunsaker, 1993).

This study provided a review of the different types of organisational structures and communication management practices in an attempt to discover relationships that exist between structure and communication in the Ghana Armed Forces. Literature in organisation theory provides

information on the characteristics of each structure, including levels of complexity and decentralisation involved in each organisational type.

## **1.2 Statement of the Problem**

Every organisation can be seen as an enclosed system of people and processes that work together towards achieving some defined goals (Senior & Swailes, 2010). However, there are many components such as formal and informal systems that make an organisation. Among these components, Senior and Swailes name formal subsystems such as management, strategy, goals, structure, operations, and technology; and informal subsystems such as leadership, politics, and culture as the pivot on which the organisation revolves. The organisational structure has been found to impact a great number of organisational activities. The design of organisational structure frequently determines whether an organisation is adaptive to its internal and external environments, thereby influencing its competitiveness. (Lawrence & Lorsch, 1967). Organisational structure and communication are of major importance to all organisations (Santra & Giri, 2008). These scholars (Santra & Giri, 2008) argue that organisational structure is not only crucial to every successful organisation but also directly related to the efficiency of the organisation.

Some researchers who investigated effects of culture on public relations and organisational communication have claimed the possibility of organisational structure having effects on communication in specific organisations and environments (Han & Zhang, 2009; Lin, 2008; Ni, 2003; Chen, 1996). A few studies have been done on the effects of structural characteristics on communication (Public Relations practice). Some examples of these studies include Kim (2005), Jiang (2011) and Andersson & Zbirenko (2014). This study therefore focused on how

organisational structure affects communication management in the Ghana Armed Forces. There are three specialised units (Army, Navy & Air Force) under the Ghana Armed Forces making it a unique institution with unique organisational structure for this particular study.

### **1.3 Research Objectives**

In view of the problem highlighted above, the study was guided by the following specific objectives:

1. To investigate the organisational structure of the Ghana Armed Forces.
2. To describe how the organisational structure affects communication management in the Ghana Armed Forces.

### **1.4 Research Questions**

To be able to achieve the objectives of the study, answers were sought to the following research questions:

1. What is the organisational structure of the Ghana Armed Forces?
2. How does the Ghana Armed Forces organisational structure affect communication management?

### **1.5 Significance of the Study**

As stated above, not many studies have been done on how organisational structure impacts communication management in security institutions in Ghana. This study throws more light on organisational structure and communication management. The findings of this study will be beneficial and significant to security agencies across the length and breadth of Ghana especially, the Ghana Armed Forces. The study also unearths the strengths and weaknesses

of communication management with regard to the organisational structure of the Ghana Armed Forces. The study also provides the opportunity for the Directorate of Public Relations to find specific, measurable, achievable, relevant and time-bound (SMART) innovative ways to overcome identified challenges. The findings also serve as a guide to the media in reporting and disseminating information to the mass audience on military affairs in Ghana and beyond. The findings will establish the challenges and concerns of employees in terms of communication management about the demands of the organisational structure and culture of the Ghana Armed Forces and how these concerns are addressed. Last but not least, the findings serve as a blue print to all stakeholders for better understanding of the Ghana Armed Forces system and use this knowledge efficiently in seeking for any information.

### **1.6 Scope of the Study**

It is possible to cover all the organisational components as stated by Senior & Swailes (2010) but for the fact that there is a limited time for this study, the researcher's main focus of the study was on structure and how it impacts communication management in the Ghana Armed Forces. The scope of the study focused on Public Relations and communication activities of the Directorate of Public Relations (DPR) at the headquarters (Burma Camp) of the Ghana Armed Forces.

### **1.7 Organisation of the Study**

This study is organised into five chapters, each with sub-categories;

Chapter One contains the background and general concepts; statement of the problem; research objectives; research questions; significance and scope of the study. Chapter Two focuses on literature review which makes exhaustive analysis of literature in the research area. It develops a theoretical framework for the study and points out the lacuna in the literature that the study seeks

to bridge. Chapter Three deals with the research methodology which involves the methods and materials used for the study. It contains sampling techniques, procedures and equipment employed in data gathering and analysis. It also indicates the research design and description of the study. Chapter Four provides results and findings from the research. It presents and explains the outcome of the study. It highlights, discusses and interprets the significant findings as well as makes inferences from them by relating to findings from previous studies in the research area. Chapter Five consists of the summary of findings, conclusions and recommendations. The key research findings are itemised and their essence and contribution to knowledge are enumerated. Suggestions for future research work have also been made in this chapter. Sources cited in the research and miscellaneous information are listed in references and appendices.

### **1.8 Summary of the chapter**

Chapter One throws more light on the topic (Organisational Structure and Communication Management: Case Study of the Ghana Armed Forces) under research through introduction and background of the study. The chapter also pointed out and discussed: Statement of the problem, Research objective, Research question, Significance of the study, Scope of the study and Organisation of the study. The next chapter (2) deals with literature review and theoretical framework of the study.



## CHAPTER TWO

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK

#### 2.0 Introduction

The literature review examines military organisational structures and the basic components of organisational structure, the different types of structures and ways that structure is associated with communication management. Organisational structures in the military have evolved over the years. The link and effect of organisational structure on communication management in the Ghana Armed Forces is also discussed.

#### 2.1 Defining Organisational Structure

Hall (1982) defines organisational structure as, a group with an identifiable boundary, agreed upon rules, ranks of authority, communication system and operating systems (procedures). The group coexists within a set environment and works toward established goals. The group goals are individual goals and vice versa.

The military organisational structure is a complex integrated social organisation that operates through a rank and file (hierarchy) system. Military organisational boundaries are not easily defined, but identifiable. The different branches of the Ghana Armed Forces (Army, Airforce & Navy) represent the organisational boundaries. Each branch has its own organisation boundaries that consist of service members, units, platoons, squadrons and other subdivisions. The military organisation is governed by rules and regulations. Different branches of the military have rules and regulations that are unique to them and there are rules and regulations that apply to the military organisation as a whole. The Uniform Code of Military Justice (2009) governs the collective

expected behaviour and actions. These rules and procedures that are unique to the military organisation exist to help develop strong and disciplined leadership that would enable the military achieve its goal of defending and promoting peace in Ghana. Rules and procedures may be established and implemented at different levels of the military organisational structure. The subject matter of the Uniform Code of Military Justice determines the way in which these elements (rules and procedures) are communicated throughout the military organisation. The military organisational structure is similar to Hall's (1999) definition of an organisational structure and this represents the organisational structure of the Ghana Armed Forces.

## **2.2 Components of Organisational Structure**

According to Etzioni (1964) organisations form the most efficient and rational social groupings in society, therefore modern society is dependent upon organisations. Organisations exist as social tools in that they coordinate human actions. While combining personnel, resources and materials, the organisation is able to evaluate its performance and adjust accordingly in order to be successful in reaching its goals (Tusiime, 2013).

Hatch (1997) argues that structure refers to the relationships among the parts of an organised whole. In regard to organisation theory, social structure specifically refers to relationships among people, positions and organisational units, such as departments and divisions, to which they belong. The basic elements of organisational structure, first outlined by sociologist Max Weber, are hierarchy of authority, division of labour, rules and procedures.

In an extensive overview of organisational structure and its many component parts, Robbins (1990) discussed ways in which many of those parts are related to one another and therefore affect

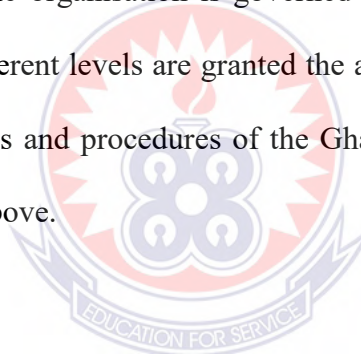
organisational structure. He maintains that organisation structure defines task allocation, reporting relationships and formal coordination mechanisms in an organisation.

An organisation's structure includes the three components of complexity, formalisation and centralisation. Structural complexity refers to the extent to which there is differentiation, or a division of labour in an organisation. A complex structure has a greater need for communication across many departments horizontally or between many levels vertically. The more complex an organisation is, the greater the need for effective communication, coordination and control (Robbins, 1990).

The level of formalisation dictates the degree to which rules and procedures guide organisational behaviour. There exists a link between complexity and formalisation. It has been found by some scholars (Robbins (1990), Hatch (1997), Etzioni (1964), Hall (1999), etc.) that due to the skill of specialists in highly complex organisations, high complexity generally sets the tone for low formalisation. A formalised structure includes many rules and procedures that dictate how organisational activities are to be carried out. Formalisation, therefore, generally tends to reduce the amount of communication in an organisation due to the discouragement of innovation (Hatch, 1997).

Centralisation determines where the decision-making authority in the organisation lies. Highly centralised decision-making leads the senior executive(s) to make judgments. In organisations that are less centralised, decision-making authority trickles down to lower levels. Highly complex organisations are generally more decentralised while organisations lower in job specialisation require a central locus of control. Decentralised organisations require more communication and employee involvement (Robbins, 1990).

Structure encompasses three other dimensions that are present in an organisation. Organisations may be mechanistic, organic, or bureaucratic, depending on their levels of complexity, centralisation and formalisation. A mechanistic organisation harbours a highly complex, formalised and centralised environment where tasks are greatly specialised, workers receive little discretion through the presence of strict procedures; and decisions are made at the highest level of the organisation. Organic environments, the opposite of mechanistic organisations, involve low complexity where jobs are generalised, informal settings give employees discretion in completing their tasks, and decentralised structures give employees power to make decisions. A bureaucracy, however, incorporates high levels of complexity and formalisation while retaining decentralisation. The bureaucratic organisation is governed very closely by a set of rules and procedures, but employees at different levels are granted the ability to make decisions according to those rules. The structure, rules and procedures of the Ghana Armed Forces are in line with Robbins argument as discussed above.



### **2.3 Organisational Structures**

Mintzberg (1980) distinguished five parts that are basic to any organisation. Depending on which of the five maintains the highest level of control, there are five possible organisational structures. The five basic parts are operating core, strategic apex, middle line, technostructure, and support staff. The operating core includes employees who execute the tasks that produce the organisation's product or service. Members of the operating core are specialists who receive autonomy to perform their duties. When the operating core has the control, a combination of standardisation and decentralisation leads to the formation of a professional bureaucracy. In this structure, the operating core holds the power because tasks call for high specialisation from those providing the goods and services (as cited in Daft, 2007).

However, standardisation exists in the form of rules and regulations that are internalised instead of organisationally imposed. The professional bureaucracy allows an organisation to operate with efficiency while giving employees their independence. This organisational form also leaves the potential for conflict among departments, and employees have a tendency to be compulsive about following the rules (as cited in Tusiime, 2013).

According to Mintzberg upper-level managers make up the strategic apex and are charged with responsibility for the entire organisation. The strategic apex often holds the power when the organisation assumes a simple structure or a structure with low complexity and formalisation (Andersson & Zbirenko, 2014).

The managers who bridge the gap between the operating core and the strategic apex create the middle line. Each division of the organisation becomes an autonomous unit when the middle line has control over their own task which, therefore, makes the organisation to employ a divisional structure. This structure typically includes several self-sufficient units, machine bureaucracies in themselves, which are coordinated by one central headquarters. Each autonomous division allows for managers of the middle line to assume control by acting as a liaison between their respective departments and central command. These middle managers hold decision-making authority when it comes to both divisional strategy and operation. The divisional structure places more emphasis on the outcomes by holding each platoon commander responsible for tasks performed. In doing so, the headquarters is able to focus on long-term strategic planning instead of day-to-day operations. Businesses that operate in different markets or produce different types of product can highly benefit from the divisional structure (Andersson & Zbirenko, 2014).

The technostructure includes analysts who hold responsibility for specific levels of standardisation in the organisation. A machine bureaucracy results when this segment of the organisation has the power. In a machine bureaucracy, tasks are highly routinised with formalised rules and procedures. The strict standardisation of government offices and banks normally places them in the category of machine bureaucracy. The technostructure becomes the major player in this structure because it includes the analysts who standardise job descriptions, budgeting, accounting and other organisational functions. The machine bureaucracy is extremely efficient, however, it leaves room for conflict between functional departments. This type of organisational structure works well with large businesses whose tasks can be formally standardised (Andersson & Zbirenko, 2014). In the Ghana Armed Forces, specialists are typically grouped together in teams, but each team operates both formally and informally with adjustments taking place as conditions change.

#### **2.4 Organisational Structure and Communication**

Johnson (1993) discussed organisational structure in terms of the connection between structure and communication. He (Johnson) defined organisational communication structure as the relatively stable configuration of communication relationships between entities within an organisational context. Through structure, an individual realises a theme among communication relationships within the organisation. In turn, these relationships entrench the individual in the organisation's social system. Organisational structure in regards to communication is generally studied using the network analysis approach. This approach looks almost solely at the role of relationships, between both organisational members and entities in communication structure (Johnson, 1993).

Johnson (1993) identified several ways in which structure impacts organisations. Communication structure can reveal the normative behaviour of the organisation's members, encompassing informal communication relationships that shape the culture of the organisation. Communication structure also enables action within the organisation by providing a predictable pattern of relationships. Structure allows an organisation to process larger amounts of information due to a filtering process facilitated by single unit processing. In this way, structure limits information overload and helps the organisation to become as efficient as possible. Through predictability in communication relationships, structure reduces uncertainty in the organisation and instills confidence in the individual members. Communication structure also exists in organisations at a more personal level, providing social support that allows individuals to grow and advance in the workplace. Through formal communication structures, organisational members and units are integrated into one cohesive team.

Finally, structure has the ability to negatively affect an organisation through the relationship that often exists between structure and power. Those in power generally control the formal aspects of structure and therefore, the information that passes through the organisation too (Johnson, 1993).

Jablin (1987) focused on the structural dimensions of configuration, complexity, formalisation and centralisation and their relationships to organisational communication. The structural dimension of organisational configuration includes the five characteristics of span of control, hierarchical level, organisational size, sub-unit size and administrative intensity. Span of control refers to the number of individuals that report directly to a commander. While this aspect of configuration is one of the oldest elements of organisational theory, it has been the subject of little empirical research regarding its relationship with communication. Through the little research that has been conducted, a study has shown that span of control, while affecting frequency of communication

has little influence on mode and quality of communication. In the Ghana Armed Forces, the other four dimensions (hierarchical level, organisational size, sub-unit size and administrative intensity) have been found out to affect the speed at which information travels administratively but not necessarily the quality.

## **2.5 Organisational Structure and Public Relations**

This section of the literature review examines previous research on the existing connection relating to organisational structure and public relations. The structure and culture of an organisation have a significant impact on the practice of public relations within the organisation (Grunig, Grunig, & Dozier, 2002).

As noted by Grunig (1992), the structure of the organisation and the role of the public relations practitioner within that structure largely determine the behaviour of the practitioner. The structural dimensions of centralisation, formalisation and complexity are a good place to start when discussing structure and public relations because these variables allow for comparison between organisational types depending on the levels of each in the specific structure being analysed.

In research on the effects of organisational structure on internal communication, Holtzhausen (2002) found that decentralisation of internal communication led to communication changes in the organisation as a whole as well as to changes in the ethical nature of internal communication. The association between structure and public relations is often discussed in terms of the public relations structure practiced in the organisation. Grunig and Hunt (1984) contend that effective public relations managers decide on the characteristics of the public relations department, including structural elements such as vertical and horizontal relationships and practitioner roles, relative to



the dynamic and complex nature of the environment within which the organisation operates, for that matter Ghana Armed Forces.

## **2.6 Military Culture**

Organisational culture is largely determined by the social structure of the said organisation. This is why it is important to the researcher to briefly throw light on military culture in understanding how communication is managed in the Ghana Armed Forces. Schein (1985) states that culture is a pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration. What the society learns include what has worked well enough to be valid and therefore to be taught to new members as the correct way to perceive, think and feel in relations to those problems.

According to Schein as cited in Andersson & Zbirenko, (2014) culture manifests itself in three fundamental levels. The levels consist of tangible, explicit symbols that one can see and feel, to the deeply embedded, unconscious basic assumptions that he defines as the “essence of culture”. The three fundamental levels of culture are visible artifacts, espoused values and basic underlying assumptions. Artifacts include all the observable facts that one sees, feels and hears when one encounters a new group with an unfamiliar culture. Observable facts include technology, physical environment, ceremonies, clothing and the visible behaviour of the group. Espoused values are values that can serve as a guide to group members as a way of dealing with uncertainty and uncontrollable or difficult events. They consist of the strategies, goals and philosophies that serve to reduce uncertainty in critical areas of the group’s function. Basic assumptions, as it pertains to culture, consist of those implicit assumptions that determine our social, psychological and

emotional reactions to various kinds of situations. When basic assumptions are repeated successfully over time, it then becomes part of the member's subconscious mind.

Applying Schein's concepts therefore, military culture may refer to the traditional hierarchical structure of the military organisation rooted in prevailing assumptions, behaviour, norms, values, customs and traditions, which collectively over time, have created shared individual expectations among the members (Lehman & Sicherman, 2002). A shared sense of honour, duty and commitment are established through a socialisation process that brings together a diverse group of personnel that unite to carry out military operations. Three major branches of the armed forces namely; Army, Navy and Air Force carry out military operations as it relates to their respective fields of specialisation. Each branch has its own culture, which adds to the complexity of defining military culture.

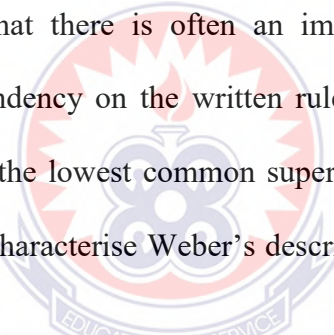
Military culture is often overlooked when discussing the factors that affect a military operation. The military examines factors such as information technology, advance weaponry, organisational design and leadership when analysing the successes and or failures of a military operation. Culture and communication play a significant role in the development and execution of military operations through orientation and training.

## **2.7 Theoretical Framework**

The theoretical framework underpinning this study is Max Weber's Bureaucracy Model which was propounded in 1922. The fulcrum of this theory is based on the idea of centralised system of decision-making, power and control. It is in line with the organisational structure of the Ghana Armed Forces as discussed below:

### 2.7.1 Max Weber's Bureaucracy Model

One of the most prominent researchers in the area of bureaucratic structure is the German sociologist Weber (1947), who specified several characteristics of bureaucratic structure; in particular, there are four main features ascribed to bureaucratic structure (Senior & Swailes, 2010). Firstly, Weber concluded that an organisation that has highly specialised jobs and where the division of labour is well defined, the bureaucratic structure is typical. Secondly, the roles of the management are hierarchically arranged, often with a single chain of command running through the whole organisation from top to bottom. Thirdly, a bureaucratic structure often has clearly defined impersonal rules that employees follow in order to carry out their duties (Senior & Swailes). Finally, Weber states that there is often an impersonal relationship between the employees due to the heavy dependency on the written rules of conduct; moreover, the clear hierarchical structure dictates that the lowest common superior is the one to turn to (Senior & Swailes, 2010). These main traits characterise Weber's description of a bureaucratic structure in an organisation.

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Weber (1947) argues that the understanding of organisations and their structure can be found in the historical context and he develops a normative ideal for bureaucracy, which is reflected in his view of the public service. According to Weber, the public service employee must act as if the superior's interests were his own and therefore stay in his bureaucratically assigned role. Bureaucracy must consist of neutral professional public employees so that the organisational hierarchy can function as smoothly and effectively as possible. Weber established a number of criteria for bureaucracy which are all mechanistic in nature (as cited in Andersson & Zbirenko, 2014).

There are a couple of notable claims about dimensions of organisational structure. Burns and Stalker (as cited in Tusiime, 2013) introduced a popular method of examining the potential dimensions of organisational structure: - mechanistic and organic systems of organisation. According to their (Burns & Stalker) classification, a mechanical structure is an appropriate management system to stable conditions. It is characterised by:

- (a) The specialised differentiation of functional tasks into which the problems and tasks facing the going concern as a whole are broken down;
- (b) The abstract nature of each individual task which is pursued with techniques and purposed more or less distinct from those of the concern as a whole, namely the functionaries tend to pursue the technical improvement of means, rather than the accomplishment of the ends of the concern;
- (c) The reconciliation, for each level in the hierarchy, of those distinct performance by the immediate superiors, who are also, in turn, responsible for seeing that each is relevant in his own special part of the main task;
- (d) The precise definition of right and obligations and technical methods attached to each functional role;
- (e) The translation of rights and obligations and methods into the responsibilities of a functional role;
- (f) Hierarchic structure of control, authority and communication;
- (g) A reinforcement of the hierarchic structure by the location of knowledge of actualities exclusively at the top of the hierarchy, where the final reconciliation of distinct tasks and assessment of relevance is made;

- (h) A tendency for interaction between members of the concern to be vertical, that is, between superior and subordinate;
- (i) A tendency for operations and working behaviour to be governed by the instructions and decisions issued by superiors;
- (j) Insistence on loyalty to the concern and obedience to superiors as a condition of membership;
- (k) A greater importance and prestige attaching to internal (local) than to general (cosmopolitan) knowledge, experience and the skill.

Ghana Armed Forces has features (hierarchy, chain of commands, specialisation, etc.) of a bureaucratic organisation and for that matter, the use of Weber's bureaucratic model helps to understand the organisational structure in depth.

### **2.7.2 Relationship Management Theory**

The second theoretical framework that supports this study is the Relationship Management Theory. Relationship management in the field of public relations implies mutually advantageous relationships between organisations and their key publics that are developed, maintained and expanded over time. Scholars (Ferguson, 1984 & Ledingham, 2000) across multiple disciplines agree that relationships whether interpersonal or professional are characterised by a set of expectations two parties have of one another's behaviour that are derived from the nature of the parties' connection.

The first scholar to articulate a strong rationale for developing a public relations theory that focused on relationships was Ferguson (1984). She made the case that by emphasising relationships instead

of the organisation, the organisation's publics, or the communication process, it would be possible to study the significance of these relationships.

Relationship is the state which exists within an organisation or a person and its key publics in which actions of either can impact the economic, social, cultural or political well-being of the other (Ledingham, Bruning, Thomlison, & Lesko) as cited in Boye (2016). According to Littlejohn (2000), relationship is a set of expectations two people or two groups have for their behaviour based on the pattern of interactions between them.

Ledingham & Bruning (2000) explain that relationship management approach to public relations practice is based on the dimensions or parameters of "relationship management" itself. The theory of relationship management postulates that in the process of communication, relationships are developed over time through a negotiation process between those involved and the organisation. By focusing on relationship as the unit of analysis, some public relations scholars (Grunig & Grunig, 2000) argue that the contribution of public relations is not solely based on strategic planning and implementation of communication aimed at influencing, informing and obtaining feedback from key stakeholders. While managing the development of communication strategies and implementing outputs are integral to public relations, relationship management theory holds that the essence of public relations is building mutually beneficial relationships with the publics that can enhance or hinder an organisation's opportunities to achieve its goals (Ledingham & Bruning, 2000).

This study identifies, investigates and draws the relationship that exists between the Public Relations Directorate of the Ghana Armed Forces and its constituent units or departments as well

as its publics. The relationship management theory helps the Directorate of Public Relations of the Ghana Armed Forces to build and manage strong relationships with its publics over the years.

## **2.8 Summary of the chapter**

This chapter has discussed the fact that there is a particular structure that holds every organisation together. Max Weber's theory of bureaucracy and Ferguson's relationship management theory were discussed as the theories underpinning this study. The literature review of this chapter also discussed some organisational structures with assumptions and relevance to the nature of the organisation.



## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter provides the readers with an understanding of methods that were used to conduct this research. It provides information on participants including sampling techniques, procedures and equipment used in both data collection and analysis. The chapter further explains the research design and description of instruments used. The choice and implications of the research methods are also explained with reasons for selecting them.

#### 3.1 Research Approach

A qualitative research approach was adopted for this study. The study employed the qualitative research approach because according to Spasford (2007) a choice of research method depends on the research problem being investigated. The choice of qualitative research approach for this study was thus based on the problem (organisational structure and communication management in the Ghana Armed Forces) being investigated. Qualitative research approach enables the researcher to gain a deeper understanding about the problem area due to its thorough investigative nature (Saunders, 2007). According to Blaxter, Hughes & Tight (2001) qualitative research provides a lot of data with more details about a subject. The researcher, therefore, wants to get better and deeper understanding of the situation in the Ghana Armed Forces through data collection and analysis. In qualitative study, the researcher aims at transcribing what is observed, registered or reported on in the field into written words (Denscombe, 2003). He (Denscombe) stressed that qualitative research as compared to quantitative approach largely dwells on the personal qualities and skills of the



researcher to explore and probe into views and feelings of respondents. The researcher of this study will record and transcribe, report, share and store the data gathered in a written document.

### **3.2 Research Design**

Yin (2003) suggests five strategies for undertaking a study. These include surveys, experiments, observation, archival analysis and case study. This study adopted case study due to the nature of the issues been investigated. Case studies are a design of inquiry found in many fields, especially evaluation, in which the researcher develops an in-depth analysis of a case, often a program, event, activity, process, or one or more individuals. Cases are bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time (Stake, 1995; Yin, 2009, 2012). According to Yin (2003) a case study is a story or information about something unique or interesting about an individual, organisation, institution, programme and event, among others. Hancock (2002) also describes a case study as the most versatile strategy that employs any or all methods of data collection. Case study will, therefore, help the researcher to gain deeper understanding of the organisational structure of the Ghana Armed Forces and link it to how communication is managed.

### **3.3 Sampling Technique and Sample Size**

Sampling is the process of selecting a group of subjects from a population for a study in such a way that the individuals represent a larger group of subjects from which they were selected. According to Fowler (2009) sampling is important because it is often impracticable for data to be collected from the entire population, especially in the case of huge population. In this study (Organisational Structure and Communication Management in the Ghana Armed Force), only a subset of the population was selected and used. According to Yin (2003) it is important that the

researcher selects not only relevant but manageable sample to gather empirical evidence for data analysis. Creswell (2002) argues that nearness in distance of the researcher to the institution selected as case study must provide convenience and accessibility to participants in the research. The researcher in this study selected relevant and manageable sample size in gathering data. The purposive sampling technique which is a non-probability sampling technique was used. In purposive sampling, the researcher selects specific elements from the population that would be representative or informative about the topic of interest. A decision is made, on the basis of the researcher's knowledge of the population to be researched, about which subjects should be selected to provide the best information to address the purpose of the research (McMillan & Schumacher, 2006). Purposive sampling was employed to enable the researcher engage directly with all the key respondents to elicit the needed information for an effective analysis. Convenience sampling differs from purposive sampling in that expert judgment is not used to select a representative sample of elements (Taylor-Powel & Renner, 2003). Rather, the primary selection criterion relates to the ease of obtaining a sample. Ease of obtaining the sample relates to the cost of locating elements of the population, the geographic distribution of the sample, and obtaining the interview data from the selected elements. The main goal for the selection of purposive and convenience sampling technique in this study was to focus on particular areas (organisational structure and communication management) in the Ghana Armed Forces.

### **3.4 Validity**

Blaxter, Hughes and Tight (2001) describe validity as the ability of the researcher's approaches, methods and techniques to measure and relate to the issue that is explored. Eriksson and Wiedesheim-Paul (2001) also refer to an instrument's ability to measure what it is to measure as

validity. The methods of documentation and interviews are combined to produce differing but supporting ways of data collection to increase validity (Denscombe, 2003).

The researcher conducted interviews with key respondents (head of DPR, both junior & senior officers and civilian employees) to elicit information from these interviewees in respect to organisational structure and communication management in the Ghana Armed Forces. In the same vein, Saunders, Lewis, & Thornhill (2007) describe the validity of interviews in qualitative studies as the extent to which the researcher gains access to the experience and knowledge of the respondents, and the researcher's ability to make meanings out of the language used by the respondents. The validity of secondary data involves a detailed assessment of the methods used in collecting data, and the source of the data (Saunders, 2007). As Yin (2003) states, the methods used for any study need to be justified. Such justification needs to demonstrate the nature of decisions made in the course of study and basis upon which decisions become reasonable for readers (Denscombe, 2003). The secondary sources for this study include the website and relevant documents among other sources available to the researcher.

### **3.5 Methods and Instruments of Data Collection**

A ten-item interview protocol was used as a tool for collecting data. The guide was designed to obtain desired information on the problem area of the study. The respondents were contacted and the rationale for the study was explained to them. Upon mutual agreement between the researcher and respondents, specific dates and times were fixed and visits were made to respective offices at the Ghana Armed Forces Headquarters (Burma Camp) in Accra for the interviews. Interviews were recorded with the permission and approval of respondents. The recorded responses were

transcribed and compared with the written responses for validity and proper documentation of this study.

Interviews and document analyses were employed to collect data for the study. Yin (2003) argues that the most important source of gathering information within a case study is through interview. Interviews were used as descriptive instruments in collecting data for this study. According to Blaxter et al (2001) interview is conducted between two participants who engage in conversation which becomes a process of learning. It is an interpersonal situation where the interviewer asks respondent questions that are designed to elicit answers pertinent to the objectives of the study. Interview enables the research to be restricted to a few respondents who have rich information to share (Denscombe, 2003). The use of interview guide made it possible for respondents to provide additional information regarding further explanations to the questions. The interview schedule followed a semi-structured format enabling the interviewees to develop ideas and speak widely on the issues raised by the interviewer.

Content and document analyses were also chosen for the study to take an in-depth look at the Armed Forces News and the Ghana Armed Forces website. The researcher carefully examined other documents (Ghana Armed Forces News & memoranda) which had bearings on the topic under study, in order to ascertain the relationship that exist between organisational structure and communication management in the Ghana Armed Forces.

### **3.6 Analysis of Data**

The data for this study were analysed in line with that of Taylor-Powell and Renner (2003) which argued that qualitative data consist of words and observations rather than numbers. The researcher in this case will use words as coded and in themes to analyse the data collected from the field.

Analysis and interpretation of the data are necessary in all studies to bring order and understanding. Taylor-Powell and Renner (2003) emphasised that data analysis and interpretation require discipline, creativity and a systematic approach as well as the research questions the study demands responses to, resources available to the researcher and the needs of those to make use of the information. In analysing the data for this study therefore, the researcher derived meanings from printed and documented materials including letters and reports as well as the content of the Ghana Armed Forces website. Feedback from the interviews were also analysed in relation to the objectives of the study.

The study grouped the responses from interviewees into themes. Such groupings, however, looks at views and ideas that are closely related to the concept of organisational structure and communication management activities. The above concepts were analysed on the basis of how they affect communication management in the Ghana Armed Forces. Moreover, grouping words into coherent categories gave meaning to the data.

### **3.7 Summary of the chapter**

This chapter set out to use an appropriate research methodology to collect data that would help achieve the objectives of the study. Thus, apart from introduction, the researcher examined and discussed the research approach, research design, sample and sampling techniques that guided the study. The researcher also discussed validity and reliability of techniques and instruments used for the study, data collection methods, data collection instruments and analysis of data collected from the study. Data presentation, analysis and findings are captured in chapter four.

## CHAPTER FOUR

### FINDINGS AND DISCUSSIONS

#### 4.0 Introduction

This chapter presents the findings and discussions of the study. It highlights the demographic characteristics of the respondents and their responses thereof. The main thrust of this study is to ascertain the impact of organisational structure on communication management in the Ghana Armed Forces. The research questions that guided the discussions were as follows:

1. What is the organisational structure of the Ghana Armed Forces?
2. How does the Ghana Armed Forces organisational structure affect communication management?

#### 4.1 Demographic characteristics of respondents

This study sampled 10 respondents. The sample comprised 4 senior officers, 4 junior officers and 2 civilian employees. Five of the respondents were males and the other five were females.

#### 4.2 Findings and Discussions

##### 4.2.1 R.Q.1 What is the organisational structure of the Ghana Armed Forces?

The essence of this question was to investigate the organisational structure of the Ghana Armed Forces. This research question was addressed by obtaining information through interviews. It was realised that the organisational structure of the Ghana Armed Forces had certain elements such as bureaucracy, control, ranking system, and centralisation of power which made it highly bureaucratic and unique. These key elements were sub-categorised as shown in Tables 1, 2 and 3.

Findings of the study reveal that these elements (bureaucracy and control) and their sub-divisions are the key ‘drivers’ of any successful military operation and achievable mandate. It was realised that a breakdown in any of the facets leads to indiscipline and insecurity. During the interview, one of the respondents explained that:

The organisational structure was uniquely designed to carry out specific tasks that were to ensure security of citizens and property from external aggression. And because of our mandate, we have a structure which is not like any other in Ghana and we are always particular about it. This structure has no loose ends but very tight and regulated. We have no room for mistakes so we go according to the dictates of laid down institutionalised structures in the Ghana Armed Forces.

Furthermore, the interviews revealed that there were a number of reasons why hierarchies need to exist in the Ghana Armed Forces today. First, certain layers of hierarchies were needed especially for strategic decision for the future, because certain decisions had to be taken through political advice and consideration. Hierarchies were also required to translate the decisions into objectives that meet the needs of the size, resources, and other areas of forces. There were other concerns that made decentralised decision making a bit difficult; for instance, certain decisions required political interventions and approval. Another important basis that gives way to continuous existence of hierarchical military system is that the commanders at higher level see a different view of how for instance, the war is progressing and possess higher operational skills and experience of tactical view of the assigned task. All these features could result in better decisions for critical situations especially for operational purposes. Certain layers of hierarchies were important tools for motivation that goes down to subordinate levels to make them strive for more. In the military, this

is particularly notable as certain rank structure embodies the idea of promoting to a higher rank and this motivates personnel with psychological rewards like feelings of power and status.

In addition, the findings showed that in a centralised command system, command and control authority reside in a single commander. One commander or level of commanders develop plans and dictate how they are to be accomplished. Centralization has the ability to ensure that everyone in the command system is focused on the mission. One of the respondents stated:

War creates uncertainty, centralization may not eliminate uncertainties but it may mitigate them. Assets, including personnel, equipment, weaponry, etc. are better allocated through a centralised command structure. Throughout military history, it was organisational structures and systems of command that were designed in a way that had employed both centralised and decentralised decision making to deal with a number of problems regarding various military operations.

Centralised decision making was intended to provide solution to a number of issues in the broader sense: Flowing from upper management downward to address the element of uncertainty for the entire organisation. On the contrary, decentralised decision-making at a lower level was aimed to create an atmosphere of independence within different units of the Ghana Armed Forces so that these units (Army, Navy and Air Force) and departments can work out certain problems for themselves, which would also result in the overall reduction of organisational uncertainty.

Also, it was discovered that the success of every military operation was linked to its culture but often than not, was overlooked when discussing the factors that affect a military operation.

Military culture plays a significant role in the development and execution of military operations.



There is historical evidence that demonstrates the importance of military culture in a military operation.

#### **4.2.2 RQ2 How does the Ghana Armed Forces' organisational structure affects communication management?**

The second research question sought to ascertain the impact of organisational structure on communication management in the Ghana Armed Forces. The research question was addressed using data obtained during interview with the respondents. It was realised that the key elements (bureaucracy, control, hierarchy, etc.) of organisational structure in the Ghana Armed Forces ultimately had direct influence on the coordination mechanisms, lapses, challenges and the strength of communication management in the organisation. The findings showed that communication is the heart of the Ghana Armed Forces through, as it had a well-organised vertical communication system. There was also an established horizontal communication system to address problems at units or departments levels. The structure determines what was to be done, how it must be done and at what time it must be done through the 'systemised' nature of the structure. Although the respondents expressed positive opinions about the open, informal and formal working climate enforced by functioning communication, some challenges were nonetheless encountered due to the bureaucratic nature of the structure. One of the respondents explained:

The Directorate of Public Relations is faced with several challenges such as lack or inadequacy of modern communication equipment and skilled personnel. If it is about communication gadgets that are needed for smooth operations, it has to go through a longer system of bureaucracy for approval and procurement. If it is about skilled personnel, it is the political

hierarchy that determines when and whom to recruit.

Another respondent also stated:

Sometimes, you have to give in your Public Relations principles to military principles in order to survive and maintain your job. In the Ghana Armed Forces, we have limited channels of communication while there are several channels of communication available in this 21<sup>st</sup> Century to reach out to your audience in a quick and better way.

These expressions by the respondents explained the fact that although communication was the heart of the Ghana Armed Forces, there were some challenges with regard to the key elements of the organisational structure that dictated how communication should be managed.

#### 4.2.3 Structure

There is the need to examine the organisational structure of the Ghana Armed Forces in order to have a clear view of how it affects communication management. The study has defined two main categories; bureaucracy and control, which were further divided into three sub-categories.

Categories and sub-categories are presented in Table 1 below:

**Table 1. Categories of Structure**

| Categories  | Sub-categories                                    |
|-------------|---|
| Bureaucracy | Hierarchy, Chain of Command and Ranking system    |
| Control     | Centralisation, Culture and Decision-making Power |

#### 4.2.4 Bureaucracy

This section shows the findings retrieved from the in-depth interviews with the respondents. The researcher used Dimensions of structure by Pugh, Hickson, Hinings & Turner as cited in Andersson & Zbirenko (2014) in order to investigate the level of bureaucracy within the Ghana Armed Forces. Table 2 illustrates the different sub-categories and the topics that were discussed by the respondents.

**Table 2. Bureaucracy explained**

| Subcategory      | No of mentions | Topic  |
|------------------|----------------|--|
| Hierarchy        | 40             | Long hierarchy chain, military culture, autonomy |
| Chain of Command | 30             | Highest to the lowest (Top-down approach)        |
| Ranking system   | 35             | Long ranking system (lowest to highest)          |

The first area addressed concerned hierarchy and the respondents' thoughts about the matter. There were both positive and negative comments about the long hierarchy chain existing within the Ghana Armed Forces. 38 out of 40 comments about hierarchy were in relation to the decision-making power. The respondents voiced frustration about the long decision making chain and the time it takes for decisions to be processed. Some respondents wished for more autonomy for their units or departments in order to have a quicker decision making process. Hierarchy was also mentioned in relation to military culture; all of these comments were negative in nature and has

illustrated a clear hierarchy where junior officers could not speak freely with a superior but strictly on official (that is giving-and-taking command) terms. Generally, junior officers felt something needed to be done about some of the restrictions between the senior and junior officers hierarchical relationship. But on the contrary, senior officers thought that, that was the culture in the military and must be followed strictly.

The second subcategory, Chain of Command, is an integral part of the organisational structure of the Ghana Armed Forces. The respondents expressed positive opinion about the command structure. The various ranks and units had unique structure of command that fall in line with the general chain of command in the Ghana Armed Forces. Commands are given through specific channels to subordinate for specific task to be performed at specific times. Commands are given by the most senior to his/her subordinate and this commander takes responsibility for the good or bad deeds as a result of his/her command.

The last subcategory, ranking system, refers to the systemic hierarchical order of superiority in the Ghana Armed Forces. The ranking system depends on two major categories namely the recruit and officers. In each unit and category, the ranks are in ascending order of merit and superiority which makes it mandatory and obligatory for the lower rank officer to take orders from the senior officer.

#### **4.2.5 Control**

The second category of structure relates to control within the Ghana Armed Forces. It includes the following sub-categories: Centralisation, Culture and Decision-making Power. Table 3 shows the different sub-categories and the related topics discussed during the interviews as shown below:

**Table 3. Control explained**

| <b>Subcategory</b>    | <b>No of mentions</b> | <b>Topic</b>                                      |
|-----------------------|-----------------------|---|
| Centralisation        | 35                    | Unification of power                              |
| Military Culture      | 30                    | Character formation, discipline and values        |
| Decision-making Power | 25                    | Empowerment, long hierarchical chain and autonomy |

The first subcategory, centralisation, reflects the respondent's thoughts about the matter. Many responses were positive; the respondents expressed the importance of having a strong system of centralisation to unify them as one. The fact that Ghana Armed Forces were viewed as one organisation from the outside is due to more cooperation and a strong system of centralisation. The negative comments concerned decision making related to problems that they could not solve themselves without consulting a superior. A wish for more autonomy was expressed together with a difference between departments' culture, which inhibited cooperation among staffs of the Ghana Armed Forces.

The second subcategory, culture, refers to the respondents' thoughts about Organisational Culture Profile (OCP) as defined by the military of the United States of America on seven key values as the foundation of organisational culture: (1) innovative cultures: these are opportunistic situations where individuals are encouraged to take risks and experiment; (2) stable cultures: these emphasis organisational growth, security of employment and predictability; (3) cultures characterised by respect for its people: these emphasis respect for individual rights, fairness, tolerance, and personal concern; (4) cultures characterised by results orientation: emphasis achievement and focus on

results of the tasks rather than the processes and procedures to achieve these results; (5) team-oriented cultures: emphasis cohesiveness, collaboration, and people-orientation where tasks are structured around teams rather than individuals; (6) attention to detail cultures: encourage individuals to be analytical, precise, and pay attention to detail; and (7) aggressiveness cultures: emphasises competitiveness and aggressiveness as a key to organisational success. Respondents agreed that combination of the above values give the Ghana Armed Forces a unique cultural identity and discipline is its hallmark. Key military values include obedience, loyalty, integrity, duty, selflessness, hierarchy, subordination and discipline.

The final subcategory, decision-making power, refers to the respondents' activeness in performing tasks are restricted to military personnel, such as maintaining weapons, collecting and analysing intelligent security data and interrogating critical issues that bother on security. These increasingly cooperative interactions in an environment highly characterised by warfare trigger a well-structured system of decision-making power to coordinate affairs of the units and personnel. Furthermore, the respondents expressed that this centralised decision-making power is inevitable otherwise Ghana Armed Forces would be a civilian institution.

#### **4.2.6 Analysis of structure**

This section analyses the existing situation (structure and communication) in the Ghana Armed Forces with the help of theories and the responses from the respondents. Firstly, the researcher looked at the connection between Weber's (1947) model about bureaucratic structure as explained by Senior and Swailes (2010). Weber (1947) stated that there are four main characteristics of a bureaucratic organisational structure: specialisation and division of labour, hierarchical arrangement of positions, a system of impersonal rules, and impersonal relationship (Senior &

Swailles, 2010). Looking at the organisational structure of the Ghana Armed Forces, each unit and department has highly specialised skills and routines. For example, one respondent expressed that commands come from the most skillful to the less skillful. Respondents also expressed the view that structure does not make room for “square pegs in round holes” in the Ghana Armed Forces. Centralisation in the Ghana Armed Forces is based on these unique skills of units and departments for taking decisions and performing tasks. This is in accordance with Weber's (1947) main feature of a bureaucratic organisation.

With regard to culture in the Ghana Armed Forces, all the respondents agreed that no employee can exist and operate with different values and norms outside the military culture. They explained that there are laid down procedures, rules and regulations that are adhered to in order to avoid sanctions, dismissal or any other disciplinary action. According to Kristof (1996) as organisations develop close social relationships, patterns of interactions may emerge that lead to the transfer of important values and norms from the organisation. These interactions include the sharing of valuable information and often classified information, as well as institutional values and norms. As part of the military culture, classified information are strictly internal affair and restricted only to the one(s) required to work with it, or to be used for official purposes.

The decision-making power in the Ghana Armed Forces is at the highest level and transferred to the lower levels. However, when more tedious and physically demanding exercises had to be done, for example construction, violence and crowd control, lower and junior rank officers were tasked to do so. According, to Weber (1947), the hierarchical arrangement of a bureaucratic organisation has a single chain of commands from top to bottom to make decisions (Senior & Swailles, 2010). This is the existing situation at the Ghana Armed Forces, where sensitive and security decisions

are made through a hierarchical chain; thus, the current structure corresponds to Weber's (1947) second main criteria.

According to the respondents, there are many rules and procedures that they follow during their operational activities. One respondent even said that there are rules for everything. This is consistent with Weber's (1947) third principle; a system of impersonal rules which refers to clearly defined rules that state how employees should perform their duties (Senior & Swailes, 2010).

There is also an evidence supporting Weber's (1947) fourth principle, namely impersonal relationship in that organisational structure and its impact on communication management. It is apparent that Ghana Armed Forces has several characteristics of a bureaucratic organisation.

The six characteristics of organisational structure (Pugh et al. cited in Andersson & Zbirenko, 2014) is used to analyse this study. According to Pugh et al., configuration feature is a symptom of bureaucratism; it is expressed by the number of clerks in the organisation. There are many clerks with well-defined duties and responsibilities in the Ghana Armed Forces. This also corresponds to Pugh et al's view about a bureaucratic organisation. Furthermore, Pugh et al. fifth characteristic refers to how many unwritten procedures were understood. Data showed that there were no unwritten procedures. As mentioned above, one respondent stated that they had formal written rules for everything. This, according to Pugh et al., indicates a more bureaucratic organisation.

Respondents were thus not agreed on the structure of the organisation. However, the majority felt that the current organisational structure was an effective one; they wished for more cooperation and unification in terms of communication between the units and departments. Drucker (1988) expresses the advantage for an information-based organisations to have a strong senior manager who harmonises performance; thus, having a more centralised organisation with a strong senior



manager. The flatter structure presented by Drucker (1988) is therefore, not a structure that could be suitable for the Ghana Armed Forces. Increased span of control will inhibit development, because it could be difficult for the senior manager to control so many people. Leavitt (2005) criticised Drucker's (1988) organisational structure which proposes one senior manager who wields total control but has few or no middle managers. He (Leavitt) wonders whether such an organisational structure could still be regarded as a hierarchical organisation. However, this might have been an option if all specialists were able to work autonomously without supervision. However, Bloisi et al. (2007) argues that employees that work without clear visibility for managers have a more tendency for social loafing; that is, the tendency for not putting in as much effort in their job as demanded. Furthermore, Leavitt (2005) states that hierarchical organisations are here to stay; they are adapting and changing to suit their modern day's needs, but still remain the predominant structural form of large organisations.

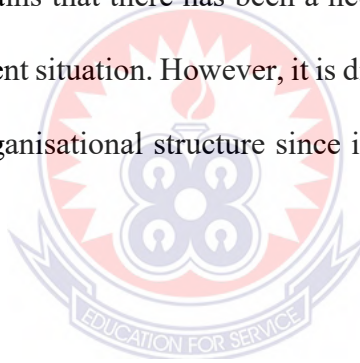
Moreover, Leavitt (2005) explains that there are two main reasons why hierarchical structures continue to be the most predominant. Firstly, they are efficient: hierarchical structure is effective when it comes to accomplishing big and complex tasks. Second reason is a combination of two, size and age: larger sized organisation is more likely to be accompanied by increased complexity, and the hierarchy can manage bigger sizes with more efficiency. Even if the organisation does not grow in size but mature in age, even the smallest task tends to get routinised, and hierarchy is implemented to deal with those tasks. Ghana Armed Forces is a large organisation with many different hierarchical levels, and as one of the respondents said "perhaps it has to remain so" (referring to the hierarchical structure of Ghana Armed Forces). It is consistent with Leavitt's (2005) two main reasons why hierarchical organisations continue to thrive: they are efficient and as they grow in size and age it becomes inevitable to not have different hierarchical levels. The

findings are also consistent with Pugh et al's. (1969) definition of centralisation, when most of the decision power is located at the top.

On the other hand, there were voices that expressed the desire for a more decentralised organisation with more autonomy. Decentralisation will increase independence for the different units and departments of the Ghana Armed Forces, which could speed up the decision-making process. Thus, respondents wanted to have a flatter structure. According to Senior and Swailes (2010), this flatter organisational structure can facilitate senior officers by reducing the burden on each and every one. However, that would also increase span of control which in turn will make communication more complicated. Furthermore, this decentralisation would mean increased workload and responsibilities for each unit or departmental head. In this opinion therefore, decentralisation would not be an optimal solution for the Ghana Armed Forces at this stage of development.

A few of the respondents expressed the need for more independence of the various units and departments in order to speed up the decision-making process. However, increasing the span of control and allowing for more independence would not be equal to a faster decision-making process. Leavitt (2005) discusses authority in combination with decision-making process and the importance of convincing people to follow instead of alienating the people needed to implement the decisions. If the different units or departments in the Ghana Armed Forces became more independent, they would still need to go through the hierarchical steps induced by the organisational structure and by military standard. The implication is that, there would always be decisions that the junior officers cannot take themselves, which means that they would have to use the hierarchical ladder to make these decisions anyway.

Organisational structure therefore affects communication management in the Ghana Armed Forces. Every component of the organisational structure defines how efficient or non-efficient the operational procedures are conducted. As stated above, a hierarchical structure is the most prominent and effective when it comes to complex operational procedures (Leavitt, 2005). A hierarchical structure facilitates the way operations are conducted, especially in a large organisation such as the Ghana Armed Forces. Leavitt (2005) also states that with size and age comes some type of hierarchical structure to facilitate the processes taking place in the organisation. Thus, organisational structure is a powerful tool that defines whether operational performance is productive and efficient or not (Daniels, Radebaugh & Sullivan 2011). Furthermore, Leavitt (2005) explains that there has been a need for hierarchical organisations to modernise and to adapt to the current situation. However, it is difficult for the Ghana Armed Forces to completely modernise their organisational structure since its vision and mission statement on security have not changed.



## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

The study investigated the impact of organisational structure on communication management in the Ghana Armed Forces. This chapter presents a summary of the major findings of the study alongside the limitations, recommendations and suggestions for further study.

#### 5.1. Summary of key findings

The findings of the study revealed that the nature of the Ghana Armed Forces organisational structure was bureaucratic and best suited to its mandate as a security organisation. The findings of the study established that this organisational structure (bureaucratic) had a great impact on how communication is managed.

It was also found that trends in communication management change in accordance with technological advancement. So therefore, people who are in-charge of communication must abreast themselves with these changing trends.

The study also showed that there were inadequate supply of logistics most especially personnel and communication gadgets at the Directorate of Public Relations to facilitate smooth and effective activities of the department. The department therefore needed to be equipped with all the necessary logistics in order to efficiently perform its core duties.

The study also established that Ghana Armed Forces had classified information which bothers on security of the nation and therefore would not make it available to the public especially, the media.

This “classification of information” made the Ghana Armed Forces apparently inaccessible to the media. This therefore often results in inaccurate reporting on them (the Ghana Armed Forces).

## **5.2 Conclusions**

This research was been carried out in the Ghana Armed Forces, a military organisation. The study identified three areas which seemed to have greater impact on communication management. These areas, with regard to organisational structure, included centralisation, chain of command, and decision-making power. The study also found additional issue such as military culture as an important phenomenon to communication management in the Ghana Armed Forces.

The Ghana Armed Forces has a hierarchical structure, which is characterised by different levels of command and superiority with the shape of a pyramid. The study concludes that this structure (of pyramid) is the ideal one for the Ghana Armed Forces because the higher you ascent, the more powerful you become in terms of hierarchy and rank therefore involved in decision-making. Security organisations such as the Ghana Armed Forces is not conducive for a decentralised structure and therefore, the study is of the opinion that the organisation could keep to their centralised structure.

Communication management has proved to be extremely important for efficiency in the Ghana Armed Forces. There is an established communication network in the Ghana Armed Forces. However, there are some challenges of communication which needs to be improved; these areas are, horizontal and vertical channels of communication, inadequate personnel and equipment. It is considered that these challenging areas are hindering productivity, efficiency and swift operations in the Ghana Armed Forces. It is very important to say that organisational structure and communication management in the Ghana Armed Forces are much interconnected. This is very

consistent with Leavitt's (1964) statement that structure, people, and technology are the main and the most powerful areas of organisational manipulation; tampering with any of these variables is very likely to cause significant effect on communication management.

In sum, organisational structure and communication management influence one another in the Ghana Armed Forces. Structure defines how productive the operational processes are, and how efficiently they are performed. Communication management affects relationships of publics and how fast things are done, how happy and willing personnel are, and how much they want to get involved in assigned tasks.

However, there are other issues that affect both structure and communication management. First is how fast organisation grows. Size affects structure, making it become more and more hierarchical (Leavitt, 2005). Size also influences human variable, making communication management to become more complex and leaders to get farther away from their subordinates (Leavitt, 1964). Thus, people working in the Ghana Armed Forces and other stakeholders could learn to deal with the issue of size and growth and also acquire the skills to coordinate these changes.

### **5.3 Recommendations**

The following recommendations are made:

1. Based on the findings that the bureaucratic organisational structure best suits the Ghana Armed Forces, the study recommends that the organisational structure should be left as it is, neither decentralizing nor making changes to the structure would bring smooth and effective communication.

2. Findings showed that trends in communication management change with regard to technological advancement; the study therefore recommends that the Directorate of Public Relations should undergo periodic managerial training in communication skills to enable them handle communication issues and crisis in the Ghana Armed Forces more effectively.
3. Findings also showed that there were inadequate supply of logistics at the Directorate of Public Relations; it is recommended that the department should be well-equipped with communication gadgets and personnel for effective communication management.
4. Based on the findings that Ghana Armed Forces has classified information and that these information cannot be divulged to the public, the study recommends that the Ghana Armed Forces must hold on to such information but, if possible, have its own media house to tell its own story for simplicity and clarity.

#### **5.4 Suggestions for further study**

The study suggests that future study could consider the advent of social media and its impact on security in Ghana. The study also suggests that future study should consider military reporting and its impact on the image of the Ghana Armed Forces.

#### **5.5 Limitations of the study**

The study could have included a much larger sample size and detailed information but due to security reasons, the researcher had to work with the available information and play by the guidelines stipulated for the approval of this. The bureaucratic nature of the Ghana Armed Forces system was also a limitation to some key personalities and military installations at the General Headquarters, Accra.

## 5.6 Summary

The final chapter (5) summarises the key findings of the study. It considers the conclusion of the study and offered recommendations based on the analysis and findings of the study. It also discussed the limitations of the study and suggested areas for further study.





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**Appendix 1: Introductory letter from the researcher's department (UEW-CMS)**



**UNIVERSITY OF EDUCATION, WINNEBA GHANA  
DEPT. OF COMMUNICATION AND MEDIA STUDIES**

P.O. Box 25, Winneba, Ghana. Tel. 233-432-20026 Ext 117, Email: [sems@uew.edu.gh](mailto:sems@uew.edu.gh)

November 10, 2016.

The Head  
Directorate of Public Relations  
Ghana Armed Forces  
Headquarter - Accra

Dear Sir/Madam

**LETTER OF INTRODUCTION**

We write to introduce to you Mr. Innocent Maunya Azornu a Graduate Student of the Department of Communication and Media Studies, University of Education, Winneba.

Mr. Innocent Maunya Azornu with student registration number **7151810002** is undertaking his research work on the topic "Organisational Structure and Communication Management: A Case Study of the Ghana Armed Forces" at Ghana Armed Forces (Accra Headquarters)

Please, kindly give him all the necessary assistance he would need.

Thank you in anticipation of your assistance to Mr. Innocent Maunya Azornu.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Gifty Tetteh'.

**Gifty Tetteh (Mrs.)  
For: Ag. Head of Department**

**Appendix 2: Approval letter from the Ghana Armed Forces**

RESTRICTED



General Headquarters (PA)  
Ghana Armed Forces  
BURMA CAMP

Accra 776474

28 Apr 17

GHQ/6373/PS1

See Distribution

**PERMISSION TO CONDUCT RESEARCH**  
**MR INNOCENT MAUNYA AZORNU**

Reference:

A. GHQ/5141/A/DI/463 dated 19 Apr 17(Not to All).

1. The above-named Civilian requested permission to conduct Research on the topic "Organizational Structure and Communication Management in the Ghana Armed Forces".
2. I am directed to convey the approval for the gentleman to conduct research on the above-mentioned topic. It is requested that copies of the research when completed should be made available to GHQ(PA) GHQ(DI) and GHQ(COS).
3. Respectfully submitted.

  
**RE WOANYA**  
Col  
for DGPA



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**External:**

**Action:**

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GAFSC  
KAIPTC  
ATRAC HQ

**Mr Innocent Maunya Azornu**

**Internal:**

**Information:**

GHQ(COS)  
GHQ(DI)

RESTRICTED



### Appendix 3: Interview Guide

Biography

Sex:

Officer/Civilian Employee:

Any other relevant information:

Questions

1. How do you receive information from your superior(s) about your official duties?
2. How satisfied are you with the way and manner you receive these official information?
3. Which other ways would you have preferred to receive these official information?
4. What are the core duties of the Directorate of Public Relations (DPR)?
5. Are you satisfied with the work/performance of DPR? Please explain your answer.
6. Do you think the DPR is faced with some challenges in discharging its duties more effectively? Please explain your answer.
7. How often does GAF engage the Ghanaian media? Please explain your answer.
8. In your view, how does the media portray the GAF in the public eye? Please explain your answer.
9. Briefly describe the structure (organogram) of GAF (your department).

10. How does the nature of the structure you described above help in information flow both internally and externally?

11. Any other relevant information you want to share on structure and communication?

