

**GHANA INSTITUTE OF JOURNALISM, ACCRA**

**IMPROVING INTERNAL COMMUNICATION AT THE GHANA  
INSTITUTE OF JOURNALISM**

**BY**

**DANIEL EBO BANNAH**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES  
AND RESEARCH, GHANA INSTITUTE OF JOURNALISM IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE  
IN MASTER OF ARTS IN JOURNALISM**

**OCTOBER 2015**

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DECLARATION

CANDIDATE DECLARATION

I, Daniel Ebo Bannah, hereby declare that except for references to other people's work, which have been accordingly acknowledged in this study, this remains my own research work and that no part of it has been presented for another degree in this institute.

Candidate:

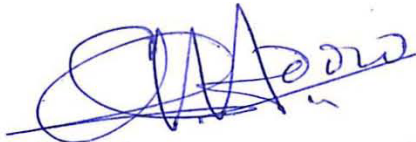


Daniel Ebo Bannah

date: 8/2/16

## SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this thesis supervised by me is in accordance with the guidelines of the supervision laid down by the School of Graduate Studies and Research of the Ghana Institute of Journalism and I confirm that the student has my permission to present it for assessment.



Supervisor: .

Date: 15/2/16

Mr. Osei Kwadwo Adow

## DEDICATION

This study is dedicated to the Most High God for His grace over me throughout the entire time of the research. Unto Him be all the glory, honour and adoration.

Secondly, I dedicate this work to my wife Akosua Aboagyewa, family and to all who may consider this document as a secondary resource material for further research.

## ACKNOWLEDGEMENTS

Exceptional appreciation to my supervisor, Mr. Osei Kwadwo Adow for his one on one guide and support offered me for the entire the entire production of this piece. I am equally grateful for the support and co-operation of students and staff of the Ghana Institute of Journalism who formed the basis of my respondents.

His counsel, criticisms and undercurrent patience did inspire me in a number of ways towards the production of this work.

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## ABREVIATION AND ACRONYMS

<b>ACITs</b>	-	<b>Advanced Communication and Information Technologies</b>
<b>AUCC</b>	-	<b>African University College of Communications</b>
<b>GIJ</b>	-	<b>Ghana Institute of Journalism</b>
<b>LI</b>	-	<b>Legislative Instrument</b>
<b>NAB</b>	-	<b>National Accreditation Board</b>
<b>SHRM</b>	-	<b>Society of Human Resource Management</b>
<b>SoGSaR</b>	-	<b>School of Graduate Studies and Research</b>

## ABSTRACT

Communication is seen as a functional prerequisite for the viable existence of any well meaning organization. Since creation, communication has remained the bedrock of development in almost all spheres of life, however, the growing ambit of the subject has been very evident over the last half of the previous century and one category of communication that has widely gained scholarly attention internal communication within institutions and the corporate organizations.

The study therefore seeks to examine the internal communication challenges of the Ghana Institute of Journalism (GIJ), with regard to management and students relationship as far as information flow is concerned and an attempt to solve the problem.

The research followed a qualitative method approach where data were collected through questionnaire and telephone interview among the varied respondents made up of students, lecturers, staff and parents of GIJ. The GIJ will remain the point of focus for data collection hoping the adoption of the recommendations will improve the situation.

The study was more of a descriptive design with its analytical conclusions inductively drawn from the GIJ campus experience. In order to achieve the aim of the research, data were collected by primary and secondary methods using principal data collection mechanisms like questionnaire, one-on-one, telephone and focus group interviews. A sample size of fifty (n=50) served as a representative of the heterogeneous target population of 1,000. The data collected were analysed and presented in the form of tables narrations. It was realized that the main factors that led to the problem of weak communication lines were lack of defined internal communication patterns, duplication of roles and responsibilities, and unclear managerial regulations.

## CHAPTER ONE

### 1.1 Introduction

Ineffective communication lines especially in an institution that operates a vision drive towards to become the preferred option among actively emerging rivals.

GIJ is an institution committed to excellence, serving industrial needs with a focus to be the preferred communications training institute on the continent while upholding high academic standards. It is also arguably one of the first journalism institutions in the sub region.

### 1.2 Background

Founded over half a century ago on a post-colonial orientation under the Nkrumah administration, the Ghana Institute of Journalism started as a diploma awarding institute. It now operates with a full tertiary status offering programmes in the communication field of studies at certificate, diploma, degree and masters levels. It is also worth noting that all the courses are run on rigid and flexible terms to suit the working and non-working class  
Dzisa, W. (2014) Personal Communication.

It is a public tertiary entity dedicated mainly to the study of the media and communication. The GIJ was established in 1959 initially as the Ghana School of Journalism by the Late Osagyefo Dr. Kwame Nkrumah, the first Prime Minister of the Republic of Ghana <http://web.gij.edu.gh/index.php/about-gij-overview> (August 2015).

The Ghana Institute of Journalism has gone through a progressive history of elevation bringing it to its current status where it runs both undergrad and post graduate courses, knowledge of which is essential to some probing minds.

After fifteen years in operation, an L.I. was passed to formally recognise GIJ with two key objectives:

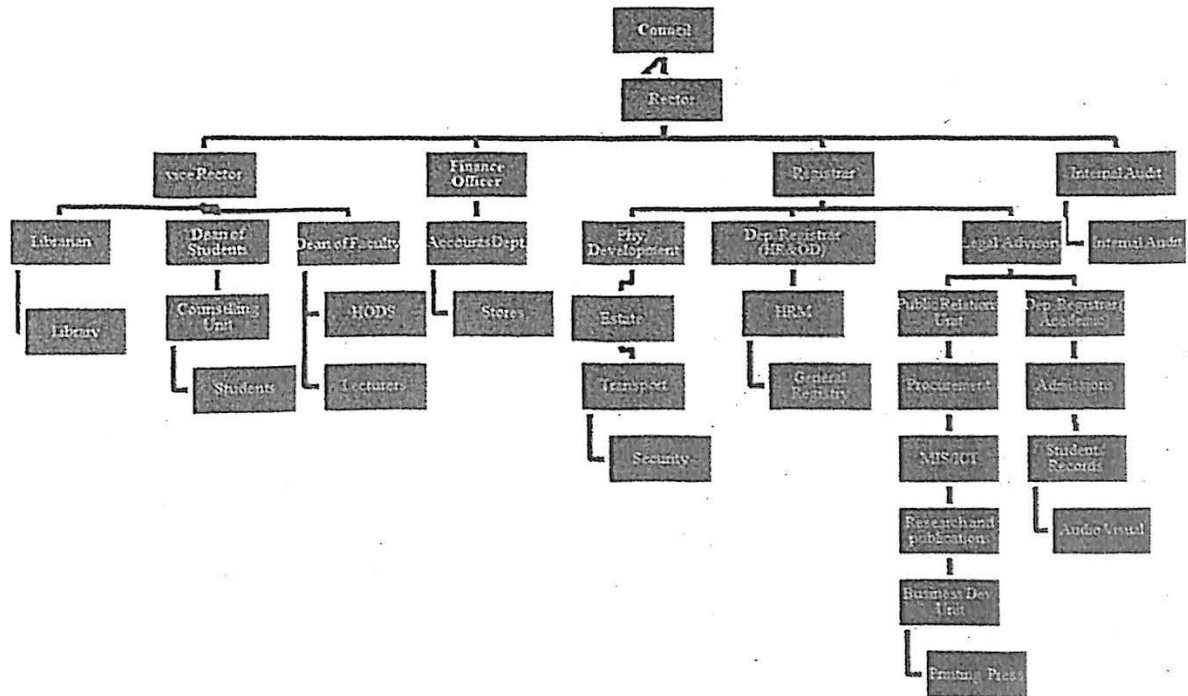
- Give skills training on techniques of journalism, mass communication, advertising and public relations.
- Organise seminars, classes, researches, experiments, lectures experiments, demonstrations and hands-on training in all aspects of journalism and mass communication.

In 2006, the premier media training institute GIJ especially for the inky fraternity, was elevated to a university status empowering it to award its own certificates, diplomas and degrees with the express approval of the National Accreditation Board (NAB) (Act717).

Today GIJ offers programmes in communication studies with options in Journalism, Advertising and Public Relations at the undergrad levels thus Diploma and Bachelor of Arts. The Masters programmes operated under the School of Graduate Studies and Research (SoGSAR) are Journalism, Public Relations, Media Management and Development Communication.

The Institute is administered by a governing council, an executive management board, the academic board and other departments, units and committees.

## Organogram



GIJ operates a vision drive to become Africa's preferred communications training institute, upholding high standards and producing world class professionals for the transformation of society and holds the mission to remain a highly academic professional communications institution serving the needs of students, industry and society as well. Consequently, students are trained to be leaders in media communication, to critically examine issues in their communities, and to mobilize media to aid in their community's development.

Ghana Institute of Journalism, an aggressive higher learning institution with a long history of training the country's most celebrated and seasoned journalists and award winning public relations professionals matching world class standards. As if that is not enough, it continues to trained people to be independent critical thinking scholars and professionals whose primary focus is largely consumed with the business of intellectual production for national development.

GIJ is strategically located at Osu, a suburb that lies in the heart of Ghana's capital, Accra. The area is well demarcated with a meaningful tarred road network linking the peripheral residential, business and commercial enclaves in the Accra metropolis.

Though the community is a cosmopolitan one, it is evenly populated with most of them Gas. It also serves both the formal and informal sectors as it remains a boosting point for corporate, academic, public institutions and worship centres: these include banks, insurance, ministries, super markets and computer companies, secondary schools, professional institutions, hospitals, media houses, night clubs, hotels, multiple food joints, central market, casinos, restaurants, fuel pump stations, petty traders, small shop operators, stadium, courts and a police stations.

The architectural features in Osu show a variety of ultra modern and colonial schematics suggesting the historical background of the area. Constitutionally, Ghana is subdivided into constituencies with representatives elected through universal adult suffrage, to consist of a national law body (Parliament). Although the Osu community has one of such representatives whose name is Nii Armah Ashitey (MP for Korle-Klottey Constituency), <http://www.parliament.gh/parliamentarians>, it has a traditional leadership, king who is responsible for the ensuring traditional sanity within the community.

### **1.3 Problem statement**

Having evolved from a diploma awarding institute to a Masters level, GIJ is rapidly becoming the preferred academic environment on the continent (especially among the youths, not only in Ghana but also in the sub region) with journalism and communication studies as its flagship programs.

It is therefore necessary that institutions of higher learning on the continent like GIJ maintain strong intra-communication structures especially with its clients (students) and this is the focus in this study given that effective internal line of communication has some far reaching benefits of aligning the vision and leadership of the organisation.

Many researchers claim that two-way symmetrical communication is ideal and characterizes 'excellent' organizations (Welch and Jackson 2007) as it "attempts to balance the interests of the organization and its publics" (Grunig cited by Welch and Jackson, p.187).

However, in spite of training people to manage community and corporate communications and develop the continent, GIJ's intra-communication flow to students lines appear weak and ineffective.

Impaired line of communication structures are often consequential to misrepresentations, miscommunications, rumours, exaggerations, misunderstanding, wrong perception and misguided feedbacks. Therefore, it is necessary to gather data that critically analyses GIJ's communication lines, especially, from management to students from and the need for improvement. The GIJ will remain the point of focus for data collection hoping the adoption of the recommendations will improve the situation.

#### **1.4 Research objective**

The research intends to provide a resource document that can be adopted by management towards building strong communication lines that align with the vision of a continental institution like GIJ. For the purposes of this study, therefore, the following important objectives will be considered:

- To analyse the factors that contribute to the weak communication lines within GIJ
- To examine the negative effect communication have on the image of the school
- To consider the need to improve the situation

#### **1.5 Research Questions**

Considering the objectives above, the following investigative questions were identified:

- What are the factors that contribute to the weak communication lines at GIJ?
- What are the negative effect communications have on the image of GIJ?
- How can the situation be improved?

## **1.6 Importance of study**

The importance of this paper was considered from the fact that:

- Offers a constructive pattern of reducing the incidence of misunderstanding and consequent communication errors at GIJ.
- Provide a unified employee approach to align to the vision and leadership of GIJ.
- Offers a solid information flow from management to students (internal communication).
- This study would also be a reference document on GIJ's internal communication for students and researchers.

## **1.7 Scope and limitation of the Study**

This study will be limited to the campus of the GIJ located in the Osu enclave, a suburb of Accra. The research largely focused on students as respondents with a handful of them as off-campus respondents. It will also be limited to a period of six months.

## **1.8 Chapter organization**

The study consists of five chapters: chapter one talks about the background to the study outlining the historical progression of the Ghana Institute of Journalism. Chapter two deals with the literature review which considers related studies and provides a theoretical framework for the research. Chapter Three discusses the approach used to address the research question, data explanation, empirical results and data interpretation. Chapter Four looks at the presentation and data analysis while Chapter five concludes the thesis with the summary, discussion of findings, conclusion and suggestions for future research.

## CHAPTER TWO

### Theoretical framework and literature review

#### 2.0 Theoretical framework

#### 2.1 Engagement theory

“Engagement is a positive attitude held by the employee towards the organization and its values. The organization must work to nurture, maintain and grow engagement, which requires a two-way relationship between employer and employee.” (Robinson and Hayday 2009, p.2).

MacLeod and Clarke (cited by Ruck 2012) claim to have found 50 definitions of employee engagement, highlighting the lack of consensus surrounding the term. There is only limited research on employee engagement (Saks cited by Ruck 2012), and with just 12% of the UK population describing themselves as highly engaged (Towers Perrin Global Workforce Study cited by Robinson and Hayday 2009), there is huge scope for further research to sway the “massive middle of ambivalently minded staff” (Robinson and Hayday 2009, p.30).

In order to build successful employee engagement, the following enablers of engagement have been suggested (MacLeod and Clarke 2012):

- **Strong strategic narrative** – visible, empowering leadership providing clear information about the organization, where it’s come from and where it’s going.
- **Engaging managers** – who treat their people as individuals and encourage them to succeed.

- **Employee voice** – giving staff the opportunity to reinforce and challenge views as well as contributing to the solution.
- **Organizational integrity** – a belief in the organization and its behavior.

This approach is relevant for this project as it refers to the role managers' play in engaging employees. Line managers are referred to throughout engagement literature, with their relationship described as 'crucial' in that it "impacts the extent to which employees feel valued, involved [and] interested in their jobs" (Robinson and Hayday 2009, p.2). However, engagement literature has limited information on the specific communication skills required by managers and how internal communications can provide more support in helping managers engage and communicate with their staff.

The development of business communication experienced two eras in its early history. Hay (1927) wrote of the pre-behavioral era crediting Carnegie as the first person to bring attention to businessmen about communication in the 1920s (p. 7). The second was the human relations era, founded by the Hawthorne studies of 1927 (p. 7). Although not a communication effort, the Harvard Graduate School of Business led by Elton Mayo provided their findings on issues with employee communication (Redding & Sanborn, 1964). The Hawthorne produced a "noteworthy pioneering effort in the area of industrial communications" (Hay, p. 8). Direct observations were used to yield information on social structuring of employees, their interactions, and communication in general among same ranking employees. Extensive interviews were also used to gather more information on "industrial communications". They hold that "the attitudes of the employees were more important than the physical conditions as determinants of efficiency" (Redding & Sanborn, p.5). In 1938, Barnard's book *The Functions of the*

*Executive* claimed that, "the first function of the executive is to develop and maintain a system of communications" (Barnard, p. 226). Barnard posits that the first key requirements for message acceptance within the organization: communication must be understandable, messages need to be aligned with company purpose and employee interest, and the employee must be able to psychologically and physically act upon the message (p. 165). Barnard's notion that management's role is to foster employee communication is still supported today.

In the 1940s, large-scale projects in communication research focused on war efforts. The films *Why We Fight* were designed to teach soldiers facts about the war as well as shape their interpretations and opinions. When these films failed to produce the desired results, the war department called upon a team of researchers, many of whom were communication scholars, to find out why. They found that the films were very limited in their persuasive effects. These evaluative studies set new standards for communication research by successfully using the before and after approach with a control group (Lowery & DeFleur, 1995).

Heron in 1942 wrote *Sharing Information with Employees* and added goals, attitudes, and criteria for effective communication. He is most known for introducing the new world of organizational communication to implementing two-way communication between employees and management and encouraging an environment of open and honest communication. He stated, "communication is a line function; it is a two-way sharing of information; it is not a persuasion or propaganda campaign; it requires the freedom and opportunity to ask questions, get answers and exchange ideas" (Heron, 1942, p. 197).

In the late 1940s, Pigors (1949) published *Effective Communication in Industry*, which introduced a collaboration model for management and employees. Pigor thought that effective communication could only result if produced through a joint process between the management and employees (Hay, 1974, p. 9). His research indicated that employees were just as important to the success of internal communication as were the leaders of the company.

It was in the 1970s that the internal communication model began to fail due to a rapidly changing work environment (Holtz, 2004). Businesses became increasingly complex and were constantly evolving, leaving employees behind. It was at this time that the employee dynamic changed. Employees had typically been committed to one organization for their entire career and now that loyalty had changed. Holtz identified the change in organizational atmosphere; loyalty among employees does not exist; business is increasingly complex; and the old military style of communication would no longer work. These shifts called for a new ways of communicating with employees.

Man's ability to develop among a whole host of other needs unequivocally depends on his ability to effectively communicate or interact with his internal or external environment whether verbally or non-verbally. This information is not exclusive to individual(s) alone; it practically applies to institutions, organizations and groups of people with common identity. It is therefore prudent to conclude that communication is essential to the success of any meaningful organization skills can enhance the employees' organizational commitment (Bambacas and Patrickson 2008).

The history of communication may be dated as far back as the beginning of creation; however, the subject practically gained some degree of currency among early scholars in last century. Communication as a discipline has therefore gone through a series of definition and redefinition with scores of scholars succeeded in building up on existing works of early scholars. Whiles Blundel (2004) sees communication as the exchange of coded content between the sender and the receiver. Communication is basically the process of sending and receiving messages with shared understanding as key element to its effectiveness.

The National Communication Association in Washington sees the term communication as a subject that primarily focuses on how people use messages to generate meanings within and across various contexts, cultures channels and media. The discipline promotes the effective and ethical practice of human communication.

In what may have started as a thought, when transmitted to individual and or group(s) of individuals could be described as process of communication whether or not it comes with effect(s). Communication therefore remains a critical component or perhaps a driving force that underlies any organization given the fact that success without communication is almost impossible in any organization. Lee (2004) considers communication as an organizational tool necessary to energise employees towards a strategic agenda.

Scores of scholars have over the centuries have proposed several models of communication. Whiles some gave different illustrations of the process of the subject, others only succeeded in building up on the works of their predecessors; however, for purposes of this study, we shall dwell on the model of the 20<sup>th</sup> century American communication theorist Harold Lasswell.

Lasswell's model of communication primarily gives a basic understanding or concept of the process involved in information exchange.

Lasswell's theory of communication below illustrates a tabular understanding of the communication process:

Question	Element	Analysis
Who?	Communicator	Control Analysis
Says What?	Message	Content Analysis
In Which Channel?	Medium	Media Analysis
To Whom?	Audience	Audience Analysis
With What Effect	Effect	Effect Analysis

According to the American political scientist, "who" directly refers to "control analysis", the "Says what" denotes "content analysis". The third in the process of communication "In which channel" he considered to be "media analysis". The fourth in the communication process of Lasswell's model of communication is the "To Whom" which he connected to "Audience analysis" while he considered the last of the process "With what effect" as "Effect analysis".

Communication as fluid as can be may flow in either of three directions in any organization, knowledge of which is essential: upward, downward or horizontal Bratton et al (1994). It is upward when it flows to the upper levels of authority and the reverse is classified downward whereas engagements among peers at the same level within the working environment is seen as horizontal communication (Bratton and Gold, 1994, 261)

There must be an effective balance between downward and upward communication (Hartley and Bruckmann, 2002, 2).

Communication is central to the success of most all organizations and when change is occurring in an organization, communication is even more essential to implement that change effectively (Bennebroek-Gravenhorst, Elving, & Werkman, 2006; DiFonzo & Bordia, 1998; Elving, 2005; Elving & Hansma, 2008; Lewis, 1999; Schweiger & Denisi, 1991). However, one problem for many modern organizations is that change is not always communicated effectively (Burke, 2008; Cummings & Worley, 2009; Fernandez & Rainey, 2006; Hargie & Tourish, 2000).

Internal communication is arguably an emerging subject that keeps enjoying soaring scholarly interests in the communication field (Donaldson & Eyre, 2000).

There is however a growing attention towards the assumption that effective internal communication remains an influential factor in business success (Cees, Berens, & Dijkstra, 2005; Holtz, 2004; Quirke, 2000). (Kalla, 2005, p.304) internal communication defined as the “formal and informal communication taking place internally at all levels of an organisation”

Internal communications happens constantly within organizations (Welch and Jackson 2007) and is important since “clear, consistent and continuous communications builds employee engagement” (Kress et al. 2005 cited by Ruck 2012, p.82). Despite its importance, there are considerable gaps in theory (Forman and Argenti cited by Welch and Jackson 2007) and numerous different definitions of internal communications, limiting the extent to which effective comparisons and conclusions can be made.

Welch and Jackson describe internal communication as “...the strategic management of interactions and relationships between stakeholders within organizations across a number of interrelated dimensions including internal line manager communication, internal team communication, internal peer project communication and internal corporate communication” (2007, p.184).

This definition provides a useful starting point as it refers to the ways in which ‘managed’ communication is disseminated throughout an organization with clear responsibilities based on an employee’s role or position within a company. It is particularly pertinent to this study as it refers to line manager communication as a distinct dimension, an area which often only warrants a brief mention by much communication literature. Lee (2004) states that the fundamental purpose of communication in an organization is to energize employees to carry out its strategic intent.

Lee Hopkins, an Australian communication strategist in his article “What is Internal Communication,” Lee Hopkins (2006), sees the subject ‘internal communication’ as a dialogic process between employees and employer, and employees and employees, a component he considers essential to effective business communication. According to him, communication is a dual listening process.

From Wikipedia, an online lexicon, internal communication is about building a corporate culture on values that drive organisational excellence. Krone et al., 1987 suggest that employee relations aim at achieving one or more of the following four roles:

- *Efficiency*: Internal communication is used primarily to disseminate information about corporate activities.

- *Shared meaning*: Internal communication is used to build a shared understanding among employees about corporate goals.
- *Connectivity*: Internal communication is used mainly to clarify the connectedness of the company's people and activities.
- *Satisfaction*: Internal communication is used to improve job satisfaction throughout the company.

In large organizations, the extent to which this can be done in practice is limited. However, Grunig (cited by Welch and Jackson, p.187) claims that communication can be considered symmetrical "if... content meets the employees' need to know rather than the managements' need to tell". It could be argued though that assumptions are still being made by employers about what an employee 'needs' to know leading to a top-down approach to communications. Nevertheless, the concept of symmetrical communication raises an interesting opportunity for line managers who can act as the 'face' of the company, interacting with staff to encourage two-way communication.

Engagement theory basically explains the connection between employer, employees and consequent relationships therefore regarding GIJ as an organic entity, it relevant to find out what the nature of communication is at the Institute by the application of engagement theory.

## **2.2 Literature review**

### **2.3 Contemporary Research on Internal Communication**

In recent years the approach to internal communication has been forced to adjust to numerous changes in the workplace. Argenti (1998) writes of changes in organizations that affected the workplace and, in turn, employees. He wrote, "the overall environment

is more competitive than ever before, more global than in the past, and more interdependent on other organizations.. .These changes put pressure on today's employees and create the need for a more coordinated approach to employee communications" (p. 199). To deal with these changes, a study conducted by the Conference Board, a business membership and research organization, asked managers from over 200 companies what they considered effective employee communication. The board believed that effective communication should: improve morale, create a positive relationship between employees and management, inform employees about internal changes, explain employee benefits, and increase understanding about the organization's goals and culture (Troy, 1988). These goals demonstrated the beginning of a shift from simple one-way communication toward the development of strategic communication plans. Argenti identified issues in employee communication, the function of key players, and two-way communication, but research on the relationship between employees and internal communication had yet to be explored.

The function and structuring of internal communication has experienced minor changes in recent years and is possibly undergoing what could be its biggest shift yet with the introduction of employee engagement. The dynamic changes occurring in the workforce that Argenti and the Conference Board point out call for a new approach. To date, the wealth of research on the impact of internal communication has been dominated by its relationship to job satisfaction and productivity. These studies have focused on the act of communicating and the effects it has on how employees feel towards the organization they work for. This study seeks to explore whether internal communication, including both the act of communicating and the media utilized, affects employee engagement.

Research by Hunt and Ebeling (1983) examined the implementation of an "organizational communication intervention program" at a medical manufacturing facility (p. 60).

The Hunt and Ebeling study included two research questions. The research questions inquired whether the levels of satisfaction would improve following the implementation of the structured communication program. They also examined levels of productivity in relation to the implementation of the communication program.

The ten-week longitudinal study included 90 members of a work unit. The researchers observed ten weekly meetings where management lectured to front line employees. These employees also completed several attitude and job satisfaction questionnaires. The intent of the intervention program was to "communicate, *downward* management to the members" and included specific information on the unit's performance, their role in relation to the plant, and the plant's relation to the overall company (p. 61).

While results for productivity were mixed, they found a significant relationship between the communication program and job satisfaction (p. 64). However, it was also noted that the communication program was only one contributing factor to satisfaction and the satisfaction level is also the result of employees feeling appreciated (Hunt & Ebeling, 1983, p. 65).

Other researchers (e.g., King, Lahiff, & Hatfield, 1998; Asif & Sargeant, 2000) hoping to prove that communication was central to many positive variables, sought to study the relationship even further. Founded in Discrepancy Theory, King et al. posited three hypotheses testing the relationship between communication and job satisfaction.

The study administered questionnaires to 184 undergraduate students and each was asked

to think of their current or previous job when answering. The results of the King et al. (1988) study showed that, "consistently strong and positive relationships exist between the communication employees report receiving from their supervisors and their satisfaction with both supervision and the job in general" (p. 41). These results were expected as previous research had already found these correlations.

Asif and Sargeant (2000) sought to define effective communication processes and develop a model for internal communication. Although they provided no research questions or hypotheses, they stated that the purpose of their study was "to explore a variety of internal communication issues within the context of two major High Street Banks" (p. 303). Their qualitative approach included personal interviews with 31 employees over a period of six months.

Through these interviews they found that effective internal communication produced six key outcomes: shared vision; job satisfaction; service focus; empowerment; commitment; and loyalty (p. 309). Asif and Sargeant (2000) were able to identify new variables for internal communication. These variables were more complex in nature by going beyond measures of job satisfaction.

The study introduced new relationships between internal communication and employees and therefore demanded the examination of these additional variables. However, the study did not explore whether a link between these new variables and employee engagement existed.

Researchers (e.g. Smidts, Pruyn, & Riel, 2002; DeBussy, Ewing, & Pitt, 2003; DeRidder, 2004; Holtz, 2004;) began to find that communication not only improved employee satisfaction but also produced organizational identification (Smidts et al.), trust support in

organizational goals, commitment (DeRidder), reputation, credibility, retention, and shareholder value (Holtz). Smidts et al. (2002) conducted a study on the impact of internal communication and external perceptions of the company and how it affected an employee's identification with the organization. The study was based on social identity theory or the "cognition of membership of a group and the value and emotional significance attached to this membership" (p. 1051). They presented five hypotheses focusing on the affect of employee communication on external prestige and organizational identification. Over 5000 questionnaires were mailed to three diverse organizations with a response rate of over 40% (p. 1054). The data showed a significant relationship between positive internal communication climate and organizational identification (p. 1056). Smidts et al. found that employees who had positive feelings towards the internal communication they received in turn identified more closely with the organization (p. 1057).

A shift in internal communication came with the introduction of applying marketing strategies to employees. Debussy, Ewing, and Pitt (2003) write, "the notion of internal marketing, in which companies are considered markets and employees as internal customers, emerged during the 1980s" (p. 149). In the same way that loyalty of external customers is driven by their satisfaction, so is an employee with their job satisfaction. Debussy et al. conducted a study on the dimensions of internal marketing communication and the use of new media in organizations. Their theoretical framework was comprised of stakeholder, communication, public relations, and marketing theories. They also purported that internal communication was comprised of four constructs, "ethical work climate, mutual trust, attitude to innovation, and employee/organization goal alignment"

(p. 152). They noted that internal marketing should include a two-way communication process between management and employees and that its significance lies in its ability to "reach and motivate lower level employees within organizations" (p. 153). Their study included five propositions with three showing significant results. Proposition one showed that the use of new media in the workplace is positively related to the perception of an ethical work climate and mutual trust within the organization (p. 156). Proposition two found a positive relationship between new media and organizational attitudes towards innovation and the alignment of an employee's goals with those of the organization (p. 156).

In addition, Debussy et al. found that the use of new media, in particular the Intranet, positively affected internal marketing communication (p. 156). DeBussy et al.

discovered organizations that strive to effectively communicate would benefit from the use of new media channels. He also found that organizations who recognized their employees as key stakeholders were more effective (p. 157).

Keller, Lynch, Ellinger, Ozment, and Calantone (2006) wrote that, "internal marketing adopts the traditional tools of marketing to develop and distribute job products to employees, (the) internal customers" (p. 110). They defined job products as: information, knowledge, physical and social environment, and tools necessary to employees to successfully perform their job while also achieving organizational and personal goals (p. 111). Keller et al. also introduced "internal promotion" as effective internal communication through the use of face-to-face interactions, recognition, and rewards. Their study found that by treating employees with the same customer service level

provided to external customers and applying traditional marketing strategies, there was an increase in employee satisfaction (p. 122).

In 2002 the Society of Human Resource Management (SHRM) and the Council of the Public Relations Firms, conducted a random survey among human resource professionals and households in the United States. The survey, in consideration of current corporate misconduct, sought to answer how well organizations demonstrated their commitment and credibility to employees. The study yielded 671 completed surveys from human resource professionals and 609 currently employed individuals (p. iv). Results of the SHRM study concluded, "many (companies) are relying on employee communication to influence internal perceptions of organizational reputation and credibility. By doing so they hope to increase employee morale, productivity, performance and retention" (p.2). The results showed a direct link between effective communication and an employees' perception of their company's credibility and appreciation for them.

The act of merely communicating with employees is just the beginning of a strategic plan necessary for effective communication. The medium chosen for communicating is also important depending on the receiver and type of information being disseminated. Dobos (1992) studied gratification models of satisfaction and choice of communication channels. Telephone interviews were conducted across 241 organizations in the United States. Dobos believed that organizational communication served three basic functions: production, maintenance, and innovation or adaptation (p.33).

Production communication concentrates on task-related information (p.33). Maintenance communication refers to, "the development and maintenance of relationships and the promotion of member integration and teamwork" (p. 33). The third function of innovation or adaptation communication focuses on generating new ideas for improving current processes and procedures as well as supporting adaptation to change (p. 33).

Dobos found that the gratifications obtained significantly improved explanations of satisfaction and choice of communication channel (p. 41). This supports that an employees satisfaction and channel choice will be consistent with the communication channels used in the past.

The Dobos study also found that channel "habituation" is common within organizations. Habituation occurs when organizations continue to use the same channels even though more effective and efficient channels are available for use (p. 35).

Waldeck et al. (2004) examined the relationship between three channels for information seeking and perceived socialization effectiveness. In addition, they looked at predictors for employee selection and use of Advanced Communication and Information Technologies (ACITs). The three channels included in the study were ACITs, traditional media, and face-to-face communication. ACITs include email, Internet, Intranet, online chats, voicemail, cellular telephones, online databases, PDAs, instant messaging, video conferencing, pagers, and fax (p. 165). Traditional media includes: memos, newsletters, and employee handbooks (p. 162). Responses were collected through questionnaires at four organizations comprised of hotels, finance and real estate.

Research question one addressed the relationship between an employee's selection and use of information-seeking channels and their perceptions of assimilation effectiveness.

The study found that face-to-face, ACITs, and traditional media all were significant predictors of assimilation (p. 175). Respondents also expressed the need, "to supplement the information the acquired through ACIT use with information from some other ACIT, a more traditional technology, or face-to-face communication" (p. 175). This study also found that ACITs were used more frequently for specific purposes. Employees used ACITs to communicate with additional people and for information-seeking tasks (p. 176). This study supported the notion that communication channels can work in conjunction with one another as supplemental information and that employees prefer specific channels depending on the related task or desired outcome.

According to a Watson Wyatt (2004) study, "organizations that communicate effectively use technology to amplify their messages" (p. 7). They found that at organizations who were rated as highly effective in communication had employees who used the Web to "communicate, collaborate, and share resources" (p. 7). In addition these organizations continually use the technology to provide employees with important information about the business and their benefits. Highly effective organizations utilized the web and Internet at a rate of 54.7% compared to others. They are also share information on total retirement income projections and total compensation using the same technology.

In 2007, Watson Wyatt conducted a study on employee perspectives on health care. The study examined "how employees view, learn about, use and pay for health care" in addition to "employee views on plan design, health improvement programs, provider quality, communication and behavioral change" (p. 1). They found that when it came to communication on their health benefits, employees preferred specific communication

channels over others. They rated mail sent to their home at most preferred, followed print materials at work, the Internet, face-to-face, and least desired are conversations with the Human Resource department (p. 10).

With the wealth of research available, organizations have recently begun to view internal communication as not just an avenue for the monthly newsletter, but rather as a critical driver of success. Organizations who effectively disseminate their message would have employees who feel valued, and the two could once again be working towards the same goals. Smidts et al. (2002), Debussy et al. (2003), DeRidder (2004), and SHRM (2002) were able to expand upon past research by finding the link between communication and employee perceptions about their company. Organizations were provided with research that told them how their communication could be utilized for far more than just one-way information dissemination.

Internal communication was seen as a medium for creating change among employees, change that would benefit the company and the bottom line. The details about how organizations create this change were still not known, but further research could provide avenues for moving forward. One possible area being explored is employee engagement. Engaging employees may be the catalyst for inducing positive change among employees and, as a result, boosting an organization's success.

## **CHAPTER THREE**

### **Methodology**

#### **3.1 Introduction**

This section of the paper provided an outlined of the method applied in this research. It included the research design, sampling design, data collection procedure for primary data and secondary information, analysis of data and the research limitations.

#### **3.2 Research design**

The research adopted the qualitative data analysis approach as the study closely examined public perceptions and opinions on the subject. The nature of the research required a non-measurable and non-quantified approach necessary to determine the customer behavior patterns with regard to communication at the GIJ.

The questionnaire also satisfied some quantitative features of the research for the collection of data. The structure scaled down on the following research questions: (A) What contributes to the weak communication lines at GIJ? (B) What effects do the weak communication lines have on GIJ as a communication institute? (C) How can the situation be improved?

Interviews were also conducted to confirm gathered data in the cause of the research. Both descriptive and inferential statistics were used in the analysis and presentation of data. The paper therefore analysed the study in three sections: causes, effects and

solutions to the problem. Data gathered were carefully tallied, and presented in percentages, tables and figures.

### 3.3 Sampling size

The sampling design was based on a target population of 500 comprising employees (N=20), Parents (N=20) and students (N=460). Since the population of interest (employees and students) reflected a heterogeneous representation of the major stakeholders as follows:

Parents:	N = 20
Employees:	N = 20
Students:	N = 460
<b>Total</b>	<b>= 500</b>

The sample size was obtained by looking at the respective representation of the various groups. Out of the total target population of 500, a sample size of 50 was selected to proportionally represent the identifiable groups as follows:

Parent	n = 2
Employees:	n = 2
Students:	n = 46
<b>Total:</b>	<b>= 50</b>

The confidence level of the research was put at 95% ( $\alpha=0.95\%$ ) which implied a high degree of success of the outcomes of the study. As a guard against human error(s) and certain irregularities, the research was given a tolerance level of 5% ( $\beta=0.05$ )

### **3.4 Data collection procedures**

The research applied both primary and secondary data methods to gather the necessary information for the study. The primary data collection method was used to gather fresh information from the field through a structured questionnaire specifically designed for the study.

Fifty copies of the questionnaire were distributed to GIJ employees, the Students Representative Council and the students on campus. The distribution was guided by the sex, age-group, educational background and bio-data of the respondents. The copies of questionnaire meant for parents were randomly given during interaction with GIJ officials. Some of them responded immediately while others took it home after which I followed up for collection.

Interviews conducted to gather data involved telephone, face-to-face and focused group discussions. The telephone interviews were granted to management of GIJ who by reason of their engagements had little time to respond to the questionnaire as well as students on vacation break. Face-to-face interviews were conducted to seek information from the junior staff and patrons who helped in gathering additional information that was hardly captured by the questionnaire.

The primary source of secondary data included unedited materials such as memos, circulars, letters, and other documents that the management made available. The secondary data gathering strategy focused on edited publications like books, journals,

dictionaries and fliers. The tertiary source of secondary information was sought from search engines such as Yahoo Google, and Excite.

### **3.5 Data analysis**

To avoid any inconsistency and inaccuracies, data from the field were edited to detect omissions and errors to achieve the objective of the research. After editing, the data collected were decoded. Letters and figures were then assigned to the responses and categorized into groups.

The description of data was done and analysed in table format showing figures and their corresponding percentages. These were meaningfully represented in charts for analysis and presentation.

### **3.6 Limitations to the study**

In seeking materials for the research on improving the lines of communication at the Ghana Institute of Journalism, a number of problems were encountered knowledge of which are essential as outlined below:

- The time frame given for the submission of this work practically proved inadequate, hence, the pressure to rush through the research in a bid to beat the timeline.

- Funding remained a major challenge given the fact that students were on vacation. The researcher therefore had to shuttle between the GIJ, homes of students as well as parents who formed part the respondents.
- Whereas it took a great deal of talking to access information from Management over the weak communication lines, students showed strong sense of apathy, stressing that the research was just an academic exercise.
- Meeting project supervisor on this study was always an uphill task as his off-campus engagements made it hard to reach him.

## CHAPTER FOUR

### Discussion of results

#### 4.1 Introduction

The chapter analysed the data collected from the field as regards finding out the factors that had led to need to improve the lines of communication at GIJ. The analysis involved the factors and reasons for them; the negative impact and the consequences thereof; and the possible solutions and how workable they were. Two hypotheses of the research were also tested.

#### 4.2 Findings

##### **Descriptive analysis of data gathered on the factors that led to the weak line of communication at GIJ**

The study aimed at identifying the factors that led to weak communication lines at GIJ. The major ones identified after investigations included *debased respect for students, low patronage of the notice board and high degree of inconsistency among management.*

##### **Impaired respect for students**

Impaired respect for students is the reverence deficit of management towards students. Management appears to inadvertently overlook the fact that the students (who are the major stakeholders of the university) are a pool of maturing groups and individuals seeking to fully take charge of the ever challenging dynamics of communications. Hence their daily interactions with the students are largely flawed with little attention to the supposed mutually beneficial value, respect.

The research revealed that the major reasons for the impaired respect for students were that GIJ *students were less regarded as partners. They (students) are expected to passively take instructions as junior high students and therefore treated with less priority* (as illustrated in Table 1 below).

**Table 1: Reasons for the impaired respect for students**

No.	Variables	Scores	%
1	Students less regarded as partners	25	50
2	Expected passively take instructions	10	20
3	Students treated with less priority	15	30
	Total	50	100

Source: Researcher's field records (2015)

The data presented in Table 1 above illustrated that, out of the 50 respondents, 25 of them (representing 50%), said *less regard for students as partners* was a major reason for the weak communication lines at GIJ. On the other hand, 10 respondents, representing 20%, indicated that management expectation students to *passively take instructions* was also an important reason; whilst 15 respondents, representing 30% agreed that *Students treated with less priority* was also a reason that account for the weak intra-organizational communication at GIJ.

Interpreting the data above, it was obvious that, *less regard for students as partners* (50%) was the leading reason for the weak intra-organisational communication at GIJ, though *Students treated with less priority* (30%) and students expected to *passively take instructions* (20%) followed in that order as some of the reasons for the weak intra-organisational communication at GIJ.

An observation suggested that issues like re-opening, re-sit of referred papers are poorly communicated to students, the people who matter in this whole university business. Mr. Innocent Appiah, a worker, who is a student at GIJ, observed in an interview that the state of communication at the Institute, makes it difficult for one to plan ahead effectively.

In conclusion, it was established after the study that one of the reasons for the debased respect students being less regarded as partners which invariably affected the effective intra-organisational communication at GIJ, a supposed continental communication institute.

### Low patronage of the notice board

This portrays a situation where the content of the notice board receives incredibly little attention from the students. The awkward and clumsy nature of information on the notice board makes it unattractive for consumption. This practically impedes communication flow.

Observations at the premier institute which is involved in the business of intellectual production, indicated that most of the students do not find the notice board information attractive enough to worth their attention. They therefore rely on fellow students. This kind of information flow has its multiple disadvantages of exaggeration, distortion with misinformation being the ultimate result defeating the very good purpose of communication agenda.

The research found among various reasons that *message overload*; *poorly managed notice board* and the *need for a digitised version* of notice board were the principal reason hindering information flow as illustrated in Table 2 below.

**Table 2: Reasons for the low patronage of the notice board**

No.	Variables	Scores	%
1	poorly managed notice board	10	20
2	Message overload	32	64
3	Need for a digitised option	8	16
	<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Researcher's field records (2015)**

With Table 2 above, it is illustrated that, out of the total of 50 respondents, 10 (representing 20%) stated that, *poorly managed notice board content* was a reason for the hindering of information flow at GIJ. It could be seen that as many as 32 of the respondents (representing 64%) asserted that *message overload* was a major reason; whilst only 8 of the respondents (16%) considered the *need for a digitised option* as one of the reasons to boost information flow.

From the study, *message overload* (64% of responses) came out clearly as the most obvious reason for the poor state information management within the Ghana Institute of Journalism; that was followed by poor management of notice board content (20% responses) which reflected on the need for a digitised option, thus recording only 16% responses.

A management member of GIJ, admitted in an interview that management was aware of the situation hence the placement of the notice board at a vantage points where information posted may not escape students attention. In fact, there was little hesitation on his part to confirm that message overload obviously makes the notice board unattractive defeating the very purpose of communication.

In a one-on-one interview with Ms. Karen Corquaye, a student of Development Communication at Masters Level of the School of Graduate Studies, she said the campus groups' activities compete with management for space on the notice board.

It was concluded that, although other reasons were given such as the need for a digitise version of informing students and notice board content being poorly managed, the most

outstanding reason was the message overload defying the very purpose of informing towards change at of GIJ.

### High rate of sentimentalism among management

The high rate of sentimentalism implies the rising sense of sentimentalism among management for personal reasons. The situation remains a threat to the vision and mission of the organisation. In the face of such problems, the internal communication focus remains lame and ineffective. In other words, internal wrangling holds the great potency of distorting the vision and mission as well as the daily activities of the organisation.

There were lot reasons assigned to the high rate of sentimentalism among management of GIJ which included *repeated report of same problem, management not concerned about feedback, and solution and threat to management's integrity* as shown on Table 3 below.

**Table 3: Reasons for high rate of sentimentalism**

No.	Variables	Scores	%
1	management not concerned about feedback	27	54
2	repeated report of same problem	14	28
3	solution and threat to management's integrity	9	18
	<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Researcher's field records (2015)**

The data presented in Table 3 above indicated that, out of 50 respondents, 27 respondents (representing 54%) chose *management not concerned about feedback* as the leading reason for the high rate of sentimentalism among management. On the other hand, However, 14 of the respondents (representing 28%) opined that it was the *repeated report of same problem* that accounted for the high rate of sentimentalism among management; whilst only 9 respondents, (accounting for 10%) held the opinion that *solution and threat to management's integrity* was a reason for the high rate of sentimentalism among management.

By the presentation of data above, it was established that *management not concerned about feedback* (54% responses) rather than *repeated report of same problem* (28% responses) and *solution and threat to management's integrity* (10% responses) was the most noticed reason for the high rate of sentimentalism among management.

In a focus group discussion involving three junior staff, the consensus was that all of them always expected management's quick response feedbacks at the Ghana Institute of Journalism. A senior management staff later, confirmed that timely response to issues of feedback would have averted needless misinformation and misunderstanding.

It was summarised therefore that, *management not concerned about feedback* explained substantially why the rate of sentimentalism among management; which went on further to underscore the need for revisiting the issue of renewed interest in students welfare at GIJ, Osu.

**Descriptive analyses of data gathered on the negative effects of the factors that led to the weak communication lines at GIJ**

The study unearthed a number of negative effects of the factors that led to weak communication lines at GIJ. Chief among the findings were *management declined ability to develop dedicated partners, distort the vision and mission, and make the management of the university ineffective* were identified as the immediate negative impact of the weak internal communication lines at GIJ at Osu.

**Management's declined ability to develop dedicated partners**

The study established varied negative effects of the *declined ability of management to develop dedicated partners*. The loudest among them were recognised as *decline in stakeholder's quota towards the progress of the university, rise in the provision of substandard service to the journalism institute and eventual disregard by the public*.

Consequences resulting from the declined ability of management to develop dedicated partners as shown in Table 4 below.

**Table 4 Effects of declined ability of management to develop dedicated partners**

No.	Variables	Scores	%
1	Decline in stakeholder's quota towards the progress of the Institute	23	46
2	Rise in the provision of substandard service to the GIJ	17	34
3	Eventual disregard by the public	10	20
	<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Researcher's field records (2015)**

Statistics shown in Table 4 above indicated that, of the 50 respondents, 23 (representing 46%) suggested that, *decline in stakeholder's quota* towards the progress of the university was a major consequence. Then again, 17 of the respondents (representing 34%), held the view that, *rise in the provision of substandard service to the university college* was another consequence of management declined ability to develop dedicated partners; whilst 10 of the respondents (representing 20%) answered that, *eventual disregard by the public* also had a negative impact out of the waned responsibility to build committed partners.

From the above, it became very clear that *decline in stakeholder's quota* towards the progress of the university (recording 46% responses) was the most serious consequence resulting from declined responsibility; although *substandard service* (attracting 34% responses) and *public disregard* (with 20% responses) equally featured as some of the most noted consequences that negatively impacted on the partners of the institute.

Interviewing some of the staff on the issue of waned commitment having a negative impact on the GIJ activities, a lecturer at GIJ commented that he usually noticed that some of the partners exhibited a series of inconsistencies in their commitment to the school. Contacted, a senior staff at GIJ confirmed the story.

Inquiring from two the students, most of them they said that “we’re only being inspired to graduates given the fact we’re just considered as subjects”. This indicated that stakeholders (students), the people who mattered most in university business were not motivated to deliver their best towards the development of an institute that promises to be the preferred on the continent.

It could therefore be concluded that, decline in stakeholders’ quota towards the progress of the Institute was the major effect of the waned ability of management to develop committed partners, hence the weakness that prevail at the GIJ at Osu.

### **Effects of injury on the Vision and Mission of GIJ**

Injury on the vision and mission connotes a situation of some premature deficiencies that hurts the policy drives (vision and mission) of an institution. The study continued to show a graphical illustration of the following: *waned public affection in the university, misdirection of the mandate and declined standards of the university* as injuries on the vision and mission of GIJ.

The research disclosed the *decline in the standards of the university* as the main injury on the vision and mission of GIJ.

Below is tabular representation of the results of the injury on the vision and mission of the Institute. → Table 5

**Table 5 Consequences of injury on the vision and mission of GIJ.**

No.	Variables	Scores	(%)
1	decline standards of the GIJ	28	56
2	misdirection of the GIJ mandate	12	24
3	waned public affection in the university	10	20
	<b>Total</b>	<b>50</b>	<b>100</b>

Source: Researcher's field records (2015)

From the data shown in Table 5, out of 50 respondents, 28 respondents out of 50 (that is, 56%) opined that *decline in the standards of the university* was a major consequence of the injury on the vision and mission of the Institute whiles 12 respondents (representing 24%) indicated that, *misdirection of the mandate of GIJ* as a result of such injury posed a big problem; on the other hand, 10 respondents (representing 20%) said that, *waned public trust* was heavily blameable on the injury of the policy drives of GIJ.

From the data presented above, it was obvious that the most serious consequence that resulted from injury on the vision and mission of the academic entity was the eventual *decline in the standards of the GIJ* (receiving 56% of responses); that was followed by the *misdirection of the mandate of the school* (gathering 24% of responses) and the most predictable scenario being *waned public affection* (with 20% of responses).

Some interviews were conducted to confirm the results of the questionnaire survey. The first was Mr. Ayitey Kanyi offering journalism at the Master's Level, said that because

of the injury on the vision and mission of the Institute, admission (students) had tremendously reduced with some considering the national institute as a second option.

One student disclosed that with the decline in the standards of GIJ, his brother was considering African University of Communications for his second Degree.

A discussion with some of the employees at Administration revealed that the number of forms sold does not match up with the September admissions.

In conclusion, therefore, it could be deduced that, declined standards of GIJ remained a major serious threat resulting from the injury on the vision and mission of the Institute as the overall effect of weak communication lines at the Ghana Institute of Journalism, Osu.

#### **Weak management**

By *weak management* means inconsistencies in the daily administration of the institute resulting in the weak communication lines at the pioneer institute that is largely involved in the business of producing men and women with intellectual production skills. This may be due to one reason or the other, however, research at the Osu Campus revealed that though being a national Institute, its management did not match up students' expectation.

The consequences were not far-fetched: *despised protocol* of those at the management level of the college, *Loose control of the various departments* and *Low productivity* of the university (as shown in Table 6 below).

**Table 6 Effects of weak management**

No.	Variables	Scores	%
1	Despised protocol	13	26
2	Loose control of the various depts.	10	20
3	Low productivity	27	54
	<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Researcher's field records (2015)**

From the data obtained in Table 6 above, out of 50 respondents, 13 representing 26% stated that *despised protocol* had a profound negative effect on weak management. Further, 10 respondents (20%) said, *loose control of the various departments* was another negative effect; whilst 27 of the respondents, representing 54%, opined that, *low productivity* of the Institute was a serious consequence of the weak management of the Institute.

Out of the study, it became clear that, *low productivity* of the Institute was the most serious consequence of weak management. (54% of responses) and that was followed by *despised protocol* at management level (which recorded 26% of responses); whilst the least noticed among the obvious ones was *loose control of the various departments* of the college (which attracted 20% of responses).

In a telephone interview with a Head of Department who preferred to remain anonymous said weak management did not augur well for the Institute at all since the Institute is now running M.A. programs and rapidly becoming a preferred choice of higher learning in the communication field on the continent. Ouraba Bamba, a student recalls hearing about first in Bamako, Mali.

In conclusion, though a lot of negative effects were identified, it was confirmed that *low productivity* of the college was a serious consequence on weak management which had its roots from weak communication lines.

**Descriptive analyses of the data gathered on the solutions to the factors that led to the weak communication lines at GIJ, OSU**

The section sought to look at the best ways of solving the issue of weak communication lines at GIJ. The research revealed that there were a lot of solutions but the principal ones that came out of the survey done were *debased respect for students, low patronage of the notice board and high degree of inconsistency among management.*

**Solution to impaired respect for students**

The research carried out revealed that, to improve upon the situation of debased respect for students, there is the overriding need to practically *treat students as partners rather than subjects, build a warming relationship with the students and address students' challenges should be addressed with apt concern,* as indicated in Table 4.7 below.

**Table 7: Solutions for the impaired respect for students**

No.	Variables	Scores	%
1	Students need to be treated as partners	25	50
2	challenges should be addressed with apt concern	15	30
3	build a warming relationship with the students	10	20
	<b>Total</b>	<b>50</b>	<b>100</b>

Source: Researcher's field records (2015)

The information illustrated in Table 7 above depicted that, 25 (representing 50%) of the total of 50 respondents stated that, *students should be treated as partners rather than subjects* as one of the ways to improve the debased respect for students. Another 15 of the respondents (representing 30%) rather opined that *students' challenges should be addressed with apt concern* as the best way to improve Management respect deficiency for students; whilst 10 of the respondents (that is, 20%) opted for *building a warming relationship between the students and management*.

Based on the outcomes of the research as illustrated above, it became obvious that the students should be treated as partners (attracting as much as 50% responses) as the best way to improve Management respect deficiency for students. Strongly at its heels was the option that students' challenges should be addressed with apt concern (30% responses) which was followed by building a warming relationship between the students and management (which attracted 20% responses).

To confirm the above findings, a survey among the lecturers concluded that treating students as partners was the most important means of addressing the issue of debased respect for students at GIJ, in Accra; so that was the best way to go if the situation were to be improved.

In conclusion, though there were several solutions suggested, it was established that, the best way to improve Management respect deficiency at GIJ was to treat students as partners which, by so doing, would build confidence and credibility of the Institute in a fashion to outstand its competitors.

### Solution low patronage of the notice board

Observations made indicated that to improve the low patronage of the notice board, there was the need to constantly *rid the notice board of dead messages, only relevant information should be on the notice board, and students should be sensitised over the need to patronise the notice board.* This is illustrated on Table 4.8 below.

**Table 8 Solutions for the low patronage of the notice board**

No.	Variables	Scores	%
1	Rid the notice board of dead messages	24	48
2	Sensitisation over the need to patronise the notice board	7	14
3	Relevant information should be on the notice board	19	38
	<b>Total</b>	<b>50</b>	<b>100</b>

Source: Researcher's field records (2015)

The data shown above in Table 8 indicated that, out of the 50 respondents, 24 of them (representing 48%) suggested that *ridding the notice board of dead messages* was one of the best ways of improving the low patronage of the notice board at GIJ. Aside that, 7 respondents (representing 14%) had the opinion that, *sensitising students over the need to patronise the notice board* was another way out; whilst, 19 respondents (representing 38%) thought that, the *relevant information should be on the notice board* would rather be the best way.

Interpreting the data given above, it was found out that *ridding the notice board of dead messages* (with 48% responses) was the best way; which was followed by *relevant information should be on the notice board* (which recorded 38% responses) and then *sensitising students over the need to patronise the notice board* (recording 14%) in that order.

It therefore came to a conclusion that *ridding the notice board of dead information* was the best way to improve the low patronage of the notice board at the Ghana Institute of Journalism.

#### **Solution high degree of inconsistency among management**

Effective communication reduces the incidence of misunderstanding and consequent errors, and enables employees to be more readily aligned to the vision and leadership of the Institute, and to work more efficiently. This in turn reduces the opportunity for disharmony, discontent or dissatisfaction, and supports a healthy working culture.

An observation made in respect of discourse among management at GIJ showed that there was less consistency in their daily interactions which gave way to the following: *Monitor and evaluate internal lapses; Approach students' matters with tact and decorum and Establishing clear regulatory lines of action.* This is shown in Table 9 below.

**Table 9: High degree of inconsistency among management**

No.	Variables	Scores	%
1	Monitor and evaluate internal lapses	27	54
2	Approach students' matters with tact and decorum	13	26
3	Establishing clear regulatory lines of action	10	20
4	Total	50	100

Source: Researcher's field records (2015)

Table 9 above portrayed that, out of 50 respondents, 27 (which represented 54%) suggested that, *Monitoring and evaluation of internal lapses* was one way of effectively dealing with the issue of high degree of inconsistency among management. On the other hand, 13 (representing 26%) of the respondents answered that, *Approaching students' matters with tact and decorum* was the other way out; whilst 10 of the respondents (representing 20%) recommended *Establishing clear regulatory lines of action*.

From the above data, it was obvious that *Monitoring and evaluation of internal lapses* (54% responses) was the best one way of addressing the issue of high degree of inconsistency among management of GIJ. That was followed by *Approaching students' matters with tact and decorum* (26% responses) and then *Establishing clear regulatory lines of action* (which attracted 20% responses).

In conclusion, therefore, it was clear that, *Monitoring and evaluation of internal lapses* was the best way of addressing the issue of high degree of inconsistency among management at GIJ.

## CHAPTER FIVE

### Conclusion

#### 5.1 Introduction

The chapter provided the summaries and recommendations of the research, as well as an area for further study on the issue of improving the line of communication at GIJ campus at Osu in Accra.

#### 5.2 Summaries

The summaries of the research covered the factors, negative impact and solutions to the issue of improving the issue communication lines at GIJ, Osu.

The study established that, *impaired respect for students; low patronage of the notice boards and high degree of inconsistency among management remained* the prime causes of the issue of weak communication line at the Ghana Institute of Journalism.

The study identified the negative impact of the weak communication line at GIJ citing the following: *Injury on the vision and mission of GIJ; declined ability of management to develop dedicated partners and weak management.*

Among the possible solutions identified were, *treating students as partners rather than subject, building a warming relationship with the students and addressing students' challenges with apt concern.*

The findings of the research were incisive, especially with the results of the investigative questions being considered.

For the factors, reasons given for the impaired communication line at GIJ, Osu included *decline in stakeholder's quota towards the progress of the university, rise in the provision of substandard service to the university and eventual disregard by the public* were the most significant reasons among the lot.

The most noticed consequences of the negative impacts of weak management were also found out by the study. For decline ability of management to develop dedicated partners, the most obvious consequences were *decline in stakeholders' quota towards the progress of the University; rise in substandard service to the university and eventual disregard by the public*. On the low patronage of the notice board, *message overload, poorly managed content* and the *need for a digitized option*.

There was the need to research into the efficacy of the various ways suggested to improve the line of communication at GIJ. The study discovered that, to effectively improve the impaired respect for students, there was the overriding need to *treat students as active partners of the university and not subjects; ridding the notice board of dead messages* was identified as the cure for the low patronage of the notice board. Furthermore, *monitoring and evaluation of internal lapses* was recommended as the best way to solve the issue of high degree of inconsistency among management.

### **5.3 Recommendations**

Based on the findings and conclusions derived from the study, the following recommendations were made in order to resolve the issue of improving the communication lines at the GIJ Campus at Osu:

- Involving students in the decision process improve effective communication lines between management and students at GIJ;
- Periodic orientation or reminding students on the need to patronize is of prime significance to strengthen the impaired communication line.
- It is necessary to set up complaints, monitoring and evaluation office to constantly review and address concerns of students at GIJ;
- Also ensuring that students' matters are approached with tact and decorum as a foundation for achieving win-win situation for both management and students;
- Management must treat students as major partners of the college and not subjects. This would inspire mutual understanding between the two; and
- Establishing clear regulatory lines of action with utmost respect to the hierarchical order of authority.

#### 5.4 further research area

The limited time and financial constraints hindered an in-depth research into all the factors that led to the issue of improving the communication line at the Ghana Institute of Journalism at Osu in Accra. One area that did not get the attention of the research was why the alumni and former lecturers had little concern for the university. An attempt to tackle that issue could have helped given a rounded view of the communication system at GIJ.

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## Appendices

### Appendix 1: Bio-data of respondents

#### 1. Sex distribution

Sex	Scores	%
Males	22	44
Females	28	56

Source: Field Survey (2015)

The total number of respondents was fifty (50) of which 18(36%) were males and the remaining 32(64%) were females. From table, majority of the respondents were females.

#### 2. Age-group distribution

Age-group	Scores	%
18 - 40	27	54
41 - 60	19	38
60+	4	8

Source: Field Survey (2015)

Of the fifty (50) respondents, 27(54%) fell within 18-35 years, 19(38%) were within the ages of 36-60 and 4 (8%) were also 60 and above. From the table, it was noted that majority of the respondents were within age range of 18-30 years.

### 3. Educational background

Education	Scores	%
Secondary	9	18
Tertiary	36	72
Basic	5	10

Source: Field Survey (2015)

The table above explained that 9 (18%) of the respondents attended secondary schools, 36(72%) were tertiary schools graduates, whilst the remaining 5(10%) had basic education.

### 4. Marital status

Classification	Scores	%
Married	11	22
Single	38	76
Divorce	2	2

Source: Field Survey (2015)

Out of the fifty (50) respondents 11(22%) were married, 38(72%) were singles and only one respondent was divorced.

### 5. Occupation

Occupation	Scores	%
Civil/public servant	12	24
Private sector	6	12
Student/Unemployed	32	64

Source: Field Survey (2015)

The occupational background of the respondent was that 32 (64%) were unemployed, 6 (12%) respondent recorded self-employment and 12 (24%) were civil servants.

### 5. Staff category

Classification	Scores	%
Junior	34	68
Senior	14	28
Managerial	2	4

Source: Field Survey (2015)

The research from the respondents indicated that 33 (66%) were natives of the country, 16 (32%) were also residents and 1(2%) was a visitor.

### 5. Years of service

Classification	Scores	%
1 - 5	30	60
6 - 10	15	30
11 +	5	10

Source: Field Survey (2015)

The research data shown above indicated that as many as 30 (60%) employees had worked for GIJ for between one to five years. Between six and ten years, fifteen (30%) of the employees had worked for the GIJ; whilst only five (10%) had worked beyond ten years.

## Appendix 2

### Sample Questionnaire

Dear respondent, I am Daniel E. Bannah, a Master's Degree of the Ghana Institute of Journalism. The sincere answering of this questionnaire will help me to gather the necessary data for my research work on the title: "IMPROVING THE LINE OF COMMUNICATION AT THE GHANA INSTITUTE OF JOURNALISM – ACCRA". The study is in partial fulfillment of the requirements for the award of Master's (MA) Degree in Journalism. The information given will therefore be held in confidence.

Please, tick the answer that you consider **MOST** appropriate.

1. Sex : Male  Female
2. Age group : 18 - 40  41 - 60  61+
3. Educational Level : Basic  Secondary  Tertiary
4. Marital status : Single  Married  Divorced
5. Staff category: Junior  Senior  Managerial
6. Years of service : 1 - 5  6 - 10  11+
7. What is the main factor leading to the impaired communication line at the Ghana Institute of Journalism (GIJ)?

- (a). Impaired respect for students [ ] (b) Low patronage of the notice board [ ]
- (c) High rate of sentimentalism among management [ ]
8. What is the main reason for the impaired respect for students at GIJ ?
- (a) Students are expected to passively take instructions as JHS students [ ] (b) Students are less regarded as partners [ ]
- (b) Students are treated with less priority [ ]
9. What makes the notice board unattractive to students?
- (a) message overload [ ] (b) poorly managed notice board [ ]
- (b) the need for a digitised version [ ]
10. What account for the high rate of sentimentalism among management?
- (a) Repeated report of same problem [ ] (b) Management unconcerned about feedback [ ] (c) Solution and threat to management's integrity [ ]
11. What is the major negative effect of impaired line communication at GIJ?
- (a) Management declined ability to develop dedicated partners [ ] (b) Distort the vision and mission [ ] (c) make the management of the university ineffective [ ]
12. How would the impaired line communication affect the growth of the university?
- (a) Decline in stakeholder's quota towards the progress of the university [ ]
- (b) Rise in the provision of substandard service to the University [ ] (c) Eventual disregard by the public [ ]

13. Which of the following is as a result of injury on the vision and mission of GIJ?

- (a) Waned public trust in the university [ ]
- (b) Misdirection of the University's mandate [ ]
- (c) declined standards of the university [ ]

14. What is the negative effect of impaired management?

- (a) Despised protocol [ ]
- (b) Loose control of the various departments [ ]
- (c) Low productivity [ ]

(a) What do you think is the best way forward in improving the line communications at GIJ?

- (b) Students should be given a fair representation at the decision table [ ]
- (b) Well managed notice board content [ ]
- (c) Establish clear regulatory in-house lines of communication [ ]

15. What measure can be used to solve the issue of impaired respect for students?

- (a) Students should be treated as partners rather than subjects [ ]
- (b) Management must build a warming relationship with the students [ ]
- (c) Management must address students' challenges should be addressed with apt concern [ ]

16. How can the low patronage of the notice board be improved?

- (a) Rid the notice board of dead messages [ ]
- (b) only relevant information should be on the notice board [ ]
- (c) Students should be sensitised over the need to patronise the notice board [ ]

17. What measures should be in place to effectively deal with the issue of

inconsistency among management?

- (a) Monitor and evaluate internal lapses [ ]
- (b) Approach students' matters with tact and decorum [ ]
- (c) Establish clear regulatory lines of action [ ]

### Appendix 3

#### Questionnaire

#### **Ensuring healthy line of communication to maintain harmony among partners – the story of the Ghana Institute of Journalism, Osu”**

1. What is the main factor leading to the weak communication lines at the Ghana Institute of Journalism
2. What is the main reason for the impaired respect for students at the Ghana Institute of Journalism
3. What makes the notice board unattractive to students?
4. What account for the high rate of sentimentalism among management?
5. What is the major negative effect of impaired line of communication at GIJ?
6. Which of the following is as a result of injury on the vision and mission of the Ghana Institute of Journalism?
7. What is the negative effect of weak management?
8. What do you think is the best way forward to improving the line of communications at the Ghana Institute of Journalism?
9. What measure can be used to solve the issue of impaired respect for students?
10. How can the low patronage of the notice board be improved?
11. How can the low patronage of the notice board be improved?
12. What measures should be in place to effectively deal with the issue of high degree of inconsistency among management?

Appendix 4

Picture of research work

Research area, Ghana Institute of Journalism (Osu)

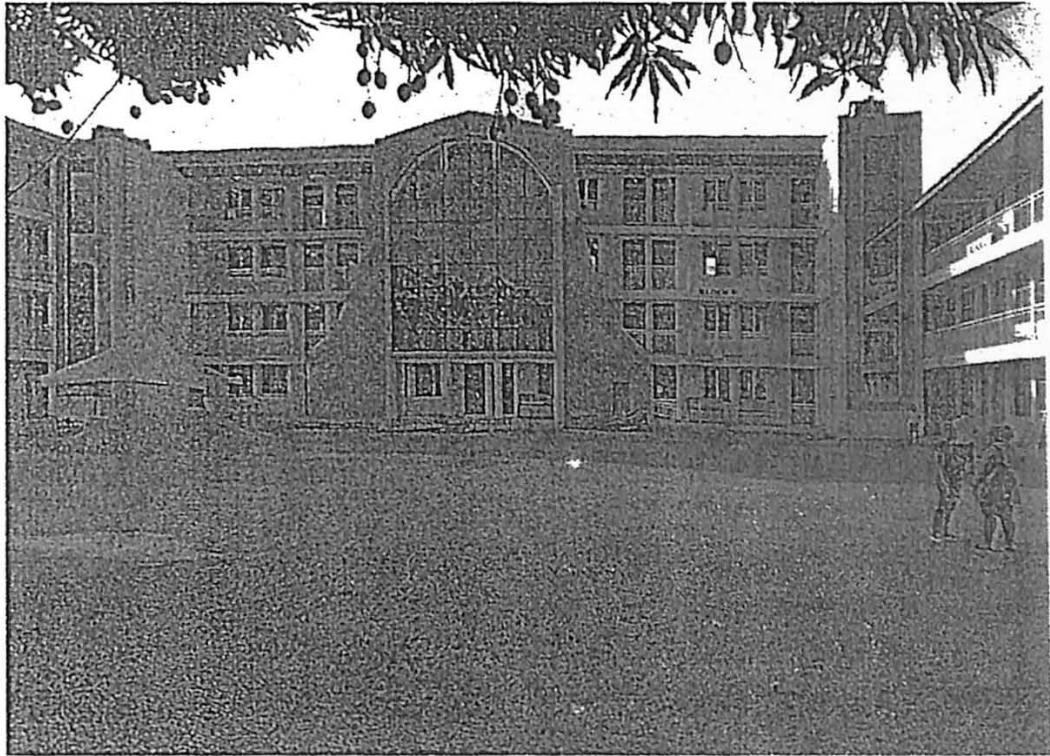


Image of the the Ghana Institute of Journalism (Research setting)