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**EVALUATING THE ROLE OF INTERNAL COMMUNICATION IN DRIVING
EMPLOYEE ENGAGEMENT FOR PROMOTING NUCLEAR TECHNOLOGY: A
CASE OF GHANA ATOMIC ENERGY COMMISSION (GAEC)**

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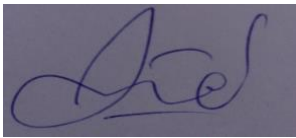
**A THESIS PRESENTED TO THE GHANA INSTITUTE OF JOURNALISM IN PARTIAL
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DECLARATION AND CERTIFICATION

I, Exornam Awudi hereby declare that this thesis is my own work and has not been presented for a degree in any other university, and all materials used in this thesis have been duly acknowledged.



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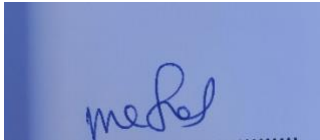
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SUPERVISORS DECLARATION

I hereby certify that this project work was done under my supervision. I thereby approve that the work is adequate in scope and quality for the partial fulfilment of their requirements for the award of a Mater's of Art in Public Relations.



15/12/2021

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DR. MODESTUS FOSU

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DEDICATION

This academic work is dedicated to God, first and foremost, for His guidance and for giving me the strength and knowledge to be able accomplish this. I also dedicate this work to my parents, Mr. and Mrs. Awudi for their undying love, financial, spiritual and moral support throughout my education. God richly bless you so much for all that you have helped me accomplish in life.

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ABSTRACT

Employee engagement is a relatively new concept that continues to be popular with organizations. While employee engagement has been proven to be affected by internal communication, little research has looked into the relationship between them. The purpose of the study is aimed at evaluating the role of internal communication in driving engagement for promoting nuclear technology at the Ghana Atomic Energy Commission (GAEC). The study adopts a qualitative research method, using open-ended questions to collect data from ten employees from GAEC to form the basis of the study. The research combines the systems theory with the employee communication model to explore how management at the Ghana Atomic Energy Commission (GAEC), communicates internally with its employees. The study noted that GAEC employees consider internal communication very important because it keeps them well informed about the activities of the Commission. This study also showed that GAEC employees desire to participate in the decision-making process through communication as it will give them a sense of engagement. The study suggested that the Commission's internal communication systems be designed to bridge the gap between scientists and non-scientists since it will provide employees with the necessary and appropriate information to help promote GAEC's activities.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Communication is a complex concept, but its function is critical to virtually all human interactions. Communication is more than sending messages the receiver likes to hear. It's about listening to the receiver as well. Effective communication requires that the sender considers the listener's point of reference, culture, values, and ways of relating to others in order to be effective (Cambie & Ooi 2009). Communication is a tool that allows us to exert our influence, change others' attitudes and motivate others. It also helps us establish and maintain close relationships with others. Communication is an essential part of our daily lives and is considered a social activity. This social activity can be pursued verbally via speech, reading, and writing, or non-verbally through body languages (General, 2010).

Communication is an important tool that is deployed by employers to engage their employees. Internal communication offers a lifeline of a business because it nurtures company/organizational culture and builds employee engagement. It is believed that internal communication or employee communication is now a widely accepted part of any organization. Mazzei (2009; cited in Akinyi 2019) defines internal communication as the flow of communication amongst individuals in specified boundaries of an organization. Akinyi (2019) espouses that internal communication occurs continuously in an organization and it involves both the formal properly managed communication as well as the informal chat commonly referred to as the 'grapevine'. Much has changed in a short space of time as leaders around the world have come to acknowledge that good

communication is part of the secret success for any organization. Once upon a time, talking to employees was not really something that concerned anyone much outside the personnel department and may have been seen as the preserve of trade unions (FritzPatrick & Valskov, 2014). A study by the Great Place To Work Institute found that employees enjoy working in an environment where they “trust the people they work for, have pride in what they do and enjoy the people they work with” (Carroll, 2006, p. 1, cited in Mishra, Boynton & Mishra, 2014). Many authors agree that communication plays an important role in increasing employee engagement (Pugh & Dietz, 2008; Wiley, Kowske, & Herman, 2010). Studies have consistently shown that various internal communication elements, such as innovative organizational communication initiatives, open channels of communication, constant feedback, and information sharing are positively associated with work engagement and increased productivity (e.g., Bakker & Demerouti, 2008; Caesens, Stinglhamber, & Luypaert, 2014; Durkin, 2007; Fearon, McLaughlin, & Morris, 2013). A study by MacLeod and Clarke (2009) suggests that good quality internal communication enhances engagement in public, private, and voluntary sector organizations. On the other side, poor communication reduces engagement (Bedarkar & Pandita, 2014) cited in (Verčič & Vokić, 2017).

More than ever, science and technology has become essential to the modern life. Therefore, it has become critical for scientists to inform the public about important issues, complex problems and new discoveries (Scientist, 2018). However, when it comes to nuclear communication, the nuclear community is frequently accused of secrecy and evasion. Unfortunately, numerous occurrences of nuclear crises such as the 2011 Fukushima Daiichi nuclear disaster continues to fuel the debate of safety when it relates to applying nuclear technologies. On the other hand, there are a number of other beneficial uses for nuclear technology in addition to creating electricity. These range from

agriculture to medical, and space exploration to water desalination. For example, in many parts of the world, agricultural workers use radiation to prevent harmful insects from reproducing (*Other Uses of Nuclear Technology*, n.d.). In view of this, the solution to this situation of secrecy and misinformation in the nuclear science field is for the nuclear community to be open and honest with their communication (IAEA, 1994).

Employee engagement is said to be the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Another well-known definition of engagement also used in research literature was proposed by Khan (1990). Khan introduced personal engagement as “the harnessing of organization members’ selves into their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (1990, p.694, cited by Byrne, 2015). Most descriptions of employee engagement capture how it manifests itself -- what it looks like as seen by others. In organizations, employee engagement looks like high quality/ high quantity job performance, discretionary effort, high energy, enthusiasm, commitment to the organizational mission, and expressions of passion, initiative, and collaboration (Byrne, 2015). Engagement in organizations looks like employees loving their jobs. These employees are so into what they are doing that they forget to take breaks and ignore the clock on the wall that says it is time to go home, and ask what else they can do to help the situation improve or relieve someone who is overwhelmed (Byrne, 2015).

Welch (2011) gives a thorough overview of the link between engagement and internal communication and specifies that engagement is under the influence of internal communication. She states that internal communication has the potential to effectively transfer values of the organization onto all employees and involve them in organizational goals. This type of practice

leads to engaged employees (Bindl & Parker, 2010). However, it needs to be acknowledged that extreme engagement (over-engagement) can be potentially damaging to interpersonal interactions, can drive additional workplace stress, and can lead to withdrawal from the organization (MacCormick, Dery, & Kolb, 2001).

Engagement is becoming one of the more popular paradigms in describing the way organizations try to collaborate with their stakeholders. Worryingly, research shows that today there are more disengaged employees than engaged ones. According to Gallup's State of the Global Workplace report conducted in 142 countries, only 13% of questioned employees state that they feel engaged at their workplace (Gallup, 2016). This, rather disheartening result means that actively disengaged workers (negative and potentially hostile to the organization they work for) outnumber engaged employees almost 2–1. Having in mind potential benefits of employee engagement such as greater work performance (Gruman & Saks, 2011), reduced absenteeism and turnover (Brunetto, Teo, Shacklock & Farr-Wharton, 2012), and higher customer loyalty (Salanova, Agut & Peiro, 2005), it also adds importance to the approach in which engagement is an important source of competitive advantage, as it allows the organization to innovate and compete on the market (Welch, 2011) cited in (Verčič & Vokić, 2017). If employee engagement is the destination, internal communications is the journey. Whether through employee surveys, polls, or general updates, internal communications is crucial to fostering open dialogue between management and staff. It's the difference between a quarterly newsletter no one reads and a message that gains the attention of both employees and the business as a whole (Lynn, 2020).

Employee engagement can be improved by other factors such as recognizing and rewarding outstanding work, providing honest feedback, allowing for flexible scheduling, prioritizing mental and physical health, and allowing employees to have flexible hours. However, good internal

communication is said to be the first driver for employee engagement. Effective internal communication is considered to be a highly important foundation for employee engagement. As a result, this study aimed to evaluate the role of internal communication in driving employee engagement for promoting nuclear technology at the Ghana Atomic Energy Commission. Many authors agree that communication plays an important role in increasing employee engagement (Pugh & Dietz, 2008; Wiley, Kowske, & Herman, 2010). The researchers' choice of examining internal communication as a facilitator for employee engagement is based on many studies that have consistently shown that many elements of internal communication, including open channels of communication, continuous feedback, constant feedback, and information sharing, are positively related to employee engagement (e.g. Bakker & Demerouti, (2008); Caesens, Stinglhamber, & Luypaert, (2014); Durkin, 2007, Fearon, McLaughlin, & Morris, (2013)).

Foremost, the interest of the research is to determine whether internal communication has any role to play in employee engagement. The study will also seek to determine whether employee engagement affects the promotion of nuclear technologies at the Ghana Atomic Energy Commission.

The Ghana Atomic Energy Commission (GAEC) was established by an Act of Parliament, Act 204 of 1963, as the sole Agency in Ghana responsible for all matters relating to the peaceful usage of atomic energy. The function of the Commission is to among others advise the Government on questions relating to nuclear energy, science and technology. GAEC also has the mandate of drawing the attention of the public to the importance of nuclear technology and also educate them on the contributions of nuclear science and technology to the sustainable development of Ghana

1.2 Statement of problem

Several scholars have highlighted the positive influence of internal communication on employee engagement (Chong, 2007; Saks, 2006; Welch & Jackson, 2007). Thus, internal communication between managers and employees should enhance trust between them and lead to greater employee engagement with the company. Kennan and Hazleton (2006) highlighted the need for organizations to recognize employees as a distinct public worthy of individualized attention through internal public relations. Kitchen and Daly (2002) argue that internal communication is crucial for both organization success and for its day-to-day existence. This may be because internal communication can engage employees' "intellectual and creative assets to produce value" (Quirke, 2008, p. xv, cited in Mishra, Boynton & Mishra, 2014).

The Gallup State of the American Workplace report (2017) puts it concisely: "Actively disengaged employees are not just unhappy at work-they are resentful that their needs are not being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish." Indeed, work engagement is an example of a positive organizational psychology concept, related with sustainable growth – and success, with respect to both organization and employee (Zajkowska, 2012). Engaged employees transform non-meaningful work into something meaningful (Byrne, 2015).

Industry research has recognized internal communication as an underlying influence of employee engagement. Defined as a positive, fulfilling, work-related state of mind, the benefits of employee engagement include increased productivity, decreased attrition, improvement of an organization's image and reputation, and increased financial returns (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Most often, the top reasons employees quit their jobs are related to communication.

Poor communication could be a lack of clear direction from management, overall poor company communication or constant change that is not well communicated.

Mbhele (2016) articulates that employee engagement is understood to refer to a mechanism through which a two way relationship between employer and employee is developed and nurtured; and is symbolized by cognitive, emotional and physical involvement of an individual employee in role performance. According to Agyemang (2013), employee engagement as a concept remains new with relatively little academic research conducted on it especially from the Sub-Saharan region. He argues that engaged employees tend to develop an obligation to reciprocate favorably to their organization for the job resources provided, hence developing a strong commitment to their organization.

However, there is limited research that can support the link between internal communication and employee engagement and its impact on driving the promotion of nuclear technologies of a scientific organization. Thus, the study is worth considering because it will provide knowledge on the role of internal communication in driving employee engagement for promoting nuclear technologies of GAEC.

1.3 Objectives of the study

This study mainly seeks to evaluate the role of internal communication in driving employee engagement in organisations; precisely, the Ghana Atomic Energy Commission (GAEC) specifically, this study seeks to:

- Find out the type and nature of engagement between management and other employees at Ghana Atomic Energy Commission.

- Identify the role of internal communication in employee engagement at the GAEC
- Find out whether employee engagement plays a role in the promotion of the Commission's nuclear technologies.

1.4 Research question

The following Research Questions will be applied to explore the Research Objectives:

- What is the type and nature of engagement between management and employees of the GAEC?
- How does internal communication affect employee engagement at GAEC?
- How does employee engagement affect the promotion of nuclear technologies?

1.5 Scope of study

In order to achieve the objectives and purposes of this study, and to ensure that findings of the study represent the case of Ghana Atomic Energy Commission, the research will cover the non-technical staff of the Commission. For the purpose of this study, ten employees from five departments will be interviewed for the gathering of relevant information. The departments are Administration, Human Resource, Monitoring and Evaluation, Marketing and Communication and Public Relations Center.

1.6 Significance of the study

There is very little studies done on the research topic, hence it is hoped that this study would help raise interest for further work in this area in Ghana. The study will contribute immensely to the field of academia as it will create an avenue for curriculum to be developed in the area of nuclear technologies. The study will also broaden the scope of knowledge of students; enabling them to conduct further studies in the field. Additionally, the study will also go a long way to provide some strategic directions for the smooth and efficient implementation of internal communication practices that will lead to employee engagement. Finally, it is hoped that the results and recommendations of this study will help organizations create a working environment that promotes engaged employees in Ghana.

1.7 Limitations of the study

The study will focus only on one scientific institution which is Ghana Atomic Energy Commission. Other scientific institutions such as the Council for Scientific & Industrial Research (CSIR) will not be covered in this study. The study will also not include other factors that influence employee engagement such as training, growth opportunities, rewards and recognition, etc. The study will focus mainly on internal communication and employee engagement.

1.8 Organization of the study

The study will be organized into five chapters with **Chapter one** dealing with the background to the study, statement of the research problem, research objectives and questions, significance of the study, scope of the study, and finally organization of the study. **Chapter two** will deal with the review of related literature and theoretical framework. **Chapter three** will tackle the

methodology, research design, population, sampling method, sample size, data collection instruments, and finally data analysis. **Chapter four** will present the analysis and findings of the research and finally, **Chapter five** will summarize the findings, draw conclusions, and provide suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter discusses the theories that the researcher used in the study and also some of the scholarly material that has been published on internal communication and employee engagement. The chapter begins by reviewing works related to the study. The second section of the chapter discusses the theoretical assumptions that underpin the study.

2.2 Internal communication

Ampofo-Bekoe (2014) articulates that communication is the heart and soul of an organisation because it infiltrates every relationship between employees, employees and management, within departments and amongst the organization, and its many and varied stakeholders. Ryyanen, Pekkarinen & Salminen, (2012) define internal communication as an internal organizational process that provides and shares information. Simply put, Mbhele (2016) defines internal communication as a series of strategies used in organisations to communicate with each other. According to Kalla, (2005), internal communication is a social interaction through messages. Internal communication reflects management's ability to build relationships between internal stakeholders at all levels within an organization (Mishra, Boynton & Mishra, 2014). Akinyi (2019) also captures internal communication as the flow of communication amongst individuals in specified boundaries of an organization.

Admittedly, the need for internal communication within an organization cannot be overemphasized. An effective internal communication is required within a well-established organization to enable an effective dissemination of information and engagement of employees from every department to enable goal achievement and attainment of objectives. It also creates a sense of trust among employees and also build the confidence of other stakeholders of organizations. Amofa (2015) states that internal communication is also regarded as an essential part of the inner workings of an organisation, as it involves the flow of information between the organisation and its publics at the workplace. The need for communicating information to an organisation's public has become an important factor in what Ritter (2003; in Amofa, 2015) describes as an intangible organizational asset in the workplace. Organisations, therefore, rely on the mutual understanding and goodwill of the employees to achieve their objectives. The hallmark of good organizational employee communication is rooted in efficient management practices and principles (Amofa, 2015).

According to Jakubiec (2019), keeping employees informed enables them to play their complementary roles which will contribute towards the attainment of organizational objectives. An effective communication enables organizations to harmonize their activities and it places multinational companies in the advantage of standardizing their operations and give them the edge in the competitive global businesses (Jakubiec, M., 2019). Akinyi (2019) articulates that the idea of considering employees as internal customers is the core of internal communication. This helps the firm to show that they care for their employees thus, motivating them to be customer and service-oriented and this in turn enhances the firm's corporate brand. She adds that the consideration of staff as internal customers also enhances internal customer satisfaction which is considered a requirement for external customer satisfaction.

In recent years, the approach to internal communication has been forced to adjust to numerous changes in the workplaces (Argenti, 1998). The competitive nature of businesses has put pressure on organizations to build effective communication systems that will coordinate activities and will enable an efficient dissemination of information among employees and other external factors (Kalani & Hayase, 2009). Internal communication is considered as the pillar for efficiency, performance and general productivity of an organization and its employees (Verghese, 2017; Titang, 2016; Hoyos, 2015). It gains trust, instill a sense of belonging, create awareness and engage employees (Neto, Silva & Ferreira, 2018).

Internal communication is a central and primary constituent for organizational efficiency (Neto, Silva & Ferreira, 2018). According to Norbin, Halib & Ghazali (2018), internal control is relevant towards the achievement of the objectives of an organization. It engages employees so that they can implement projects and daily actions in their organizations (Neto, Silva & Ferreira, 2018). Yates, (2006) concludes that, internal communication is strongly related to the financial performance and stability of an organizational. According to Farrant, (2013), internal communication works towards winning employee's participation and involvement to enhance their operations and to contribute towards the achievement of the goals of their organizations.

Amofa (2015) establishes that internal communication takes place among employees, departments or across all levels established within the organizational context. It could be formal or informal; upward, downward or horizontal; taking the form of channels conducive for appropriate comprehension and ably supported at times with mediated support. It can, therefore, be pointed out that good internal communication is a key attribute of employee's work in realizing employee satisfaction. Likewise, good internal communication motivates employees to take the right approach and apply creativity to advance organizational vision. It, therefore, utilizes all the

relevant channels to accomplish the stated purpose. Conclusively, Amofa (2015) adds that the involvement of employees and management in the internal communication process is important in determining the effectiveness of the communication vehicles and tools being utilized. It is, therefore, a key component in an organisation's employee engagement strategy to transfer meaning and understanding. It is not just about the movement of information.

Goldhaber (1993; in Amofa, 2015) identifies three strands to internal communication as:

- Internal communication involves messages, their flow, purpose, direction and media;
- Internal communication involves people, their attitudes, feelings, relationships and skills; and;
- Internal communication occurs within a complex open system that is influenced by and influences its environment.

2.3 Formal Internal Communication

Formal communication is one of the primary categories of internal communication. Tenhiala and Salvador, (2014) define formal internal communication as a standard protocol that describes when and what is being communicated and who is participating in the communication transaction. Formal communication is a type of communication which is done through pre-defined channels set by organizations. They are typically conveyed from top leadership to various departments that funnels down to lower level employees. It is backed by organizational procedure, and it is necessary to fulfill the goals of an organization. Formal communication according to Daft and Lengel, (1986) is associated with a formal organizational arrangement. It strictly adheres to common rules, regulations, conventions, and standard operating procedures through pre-

established plans, schedules, forecasts, memos, management information reports, and other standardized communications (Daft and Lengel, 1986) cited in (Tang, Mu & Thomas, 2014).

According to Tenhiälä & Salvador, (2014), formal internal communication works as a facilitator for the mediation of information throughout an entire organization which sometimes makes large investments in internal communication systems necessary. Tang & Thomas (2015) argue that, the absence of necessary formal internal communication structure may lead to loss of information and lack of enough teamwork. Bhasin (2021) states that formal internal communication is either Vertical, Horizontal, or Diagonal.

2.3.1 Directions of Internal Communication

Vertical communication is a type of communication where the flow of information takes place among people at different levels and positions from top to bottom (vertical top-down) and vice-versa (vertical bottom-up) (Bhasin, 2021). Vertical downward internal communication implies communication which flows from the management to the employee, and vertical upward communication flows from the employee to the management (Terzic, 2018). The nature of vertical downward communication is directive and authoritative and the purpose of it is to get things done (Bhasin, 2021). Vertical downward communication includes instructions, policies, information and orders. With vertical upward communication, the communications are invited from the lower levels via the feedback loop and the lower level acts as the sender and the upper level receives the messages. This nature of communication is non-directive and non-authoritative and the purpose of it is to provide feedback. Upward communication includes complaints, requests, opinions, reports,

reactions and suggestions and it proves helpful to people in management levels in taking important decisions for their companies (Bhasin, 2021).

Horizontal communication is related to communication between employees at the same level of business activity, with the purpose of increasing the total employee activity, which contributes to more effective functioning and business in the sports organisation. Through horizontal channels, we ensure information distribution, coordination, and solution of interdepartmental problems (Terzic, 2018). Therefore, in order for horizontal communication to have maximum effectiveness, people in any system or organisation should be available to one another. Horizontal formal communication includes mutual issues, information, suggestions, requests, etc., and usually may occur between managers and colleagues of different departments like finance, marketing Human resources, etc. to establish effective communication between different departments in a workplace (Bhasin, 2021).

Diagonal communication is a cross-functional communication between employees at different levels of the organization. Here the employees belonging to different departments may communicate with each other. This type of communication is not bound by a chain of command, position, or different levels. Diagonal communication is also referred to as crosswise communication and might occur between a manager and a specific team.

2.3.2 Informal Internal Communication

Informal communication is the communication among the people of an organisation not on the basis of formal relationship in the organizational structure, but on the basis of informal relations

and understanding (Tang, Mu & Thomas, 2014). Informal communications are not pre computed, but are often exchanged interactively through conversations. Thus, informal communication is spontaneous, interactive and (Tang, Mu & Thomas, 2014). Johnson et al., (1994) believe that, people tend to prefer informal communication channels to the formal ones. According to Tenhiala & Salvador, (2014), employees may have a subconscious aversion to all formal procedures, because they are often seen as coercive regardless of their purpose.

Informal communication is referred to as the 'grapevine' which indicates informal means of circulating information or gossip. It is direct, spontaneous, and flexible. It is personal, unofficial, and mostly verbal. The term grapevine communication originated during the American civil war in the 1960s (Wudie, 2013). During the period, the communication of intelligence information through telegraph was not effective and reliable because the telegraph system was unorganized. Telegraph lines were strung in a haphazard way through the trees like a real grapevine. The messages received or sent through these lines were often incorrect and confusing. Rumors were rampant during the civil war. Thus any rumor, whatever might be the source, was presumed to be originated from the unarranged telegraph lines or grapevine. Later, in course of time, grapevine communication has become synonymous with informal communication (Tenhiala & Salvador, 2014).

According to Prakashv (2009), the grapevine is a type of internal informal communication network which is not actually sanctioned by the organization. It links employees from direction ranging from higher authorities to least workers. It always exists in an organization and it becomes most when all the formal channels are closed. The discussions can be anything about the organization or personal. Mostly, grapevine communication develops rumors about the firm and to less extend about personal (Wudie, 2013).

Pravin, (2013) identifies four major structural flows of a grapevine communication i.e. Single Strand Chain, Gossip Chain, Probability Chain and Cluster Chain

- The Single Strand Chain: In this structure, it flows like a chain, i.e., ‘A’ tells something to ‘B’ who tells it to ‘C’ and so on (Wudie, 2013).
- The Gossip Chain: In the gossip chain, one person seeks and tells the information to everyone. In this chain the information passes just like the structure of a wheel, where one person stays at the center and spreads information along the spokes of the wheel to others stationed on the rim.
- The Probability Chain- In probability chain information may move from anybody to anybody. This chain is found when the information is somewhat interesting but not really significant (Wudie, 2013).
- The Cluster Chain- A person shares the information to the selected persons who may in turn relay the information to some other selected persons in the cluster chain. Cluster chain is followed in most of the information communication (Srivastava & Purohit, 2021).

Srivastava & Purohit, (2021) argues that, a sense of unity is created by grapevine among the employees who share and discuss their views with each other. Group cohesiveness is developed by grapevine and it also serves as an emotional support system along with that, it works as a supplement in those cases where we are not capable in using formal communication.

2.4 Internal Communication Channels

Communication is the exchange of information between different parties (Lefaix-Durand & Kozak, 2009). This interchange of information naturally requires channels to go through in order

to be delivered from one person to another. These channels are called communication channels. A communication channel is the medium, means, manner or method through which a message is sent to its intended receiver. Stuart & Sarow (2007) states that, the most common and reliable internal communication forms are written and verbal communication, including newsletters, videos, intranet, face-to face communication, blogs, emails, internet and social media platforms just as it was outlined by Vora & Petra, (2017). The choice of communication channels however depends on the nature or characteristics of a task/message. Furthermore, the more appropriate a channel is to the nature of the message, the more effective the information will be communicated. Oke & Idiagbon-Oke, (2010) assert that, communication within an organization will be less ambiguous if delivered through a suitable channel. This is important in order to avoid misunderstandings. How effectively a message is communicated is just as important as the message itself. Additionally, the key to effective internal communication is choosing the right channel (Sinclair, 2021).

2.5 Employee Engagement

According to Thomas (2002), in the last few years, organizations have adopted the phrase ‘employee engagement’ to capture the kind of motivation required in today’s workplace. The workplace is more demanding and there is looser supervision, hence workers must be psychologically “engaged” in performing their duties. A useful definition of engagement is the degree to which people actively self-manage in their work (Thomas, 2002). Kahn, (1990) defines engagement as the ability to harness an employees’ personal enthusiasm in their work roles. In the internal communications literature, Quirke, (2008) defines engaged employees as feeling a strong

emotional bond to their employer, recommending it to others and committing time and effort to help the organization succeed.

Hewitt Associates, (2009) indicate that, employee engagement is the measure of an employee's emotional and intellectual commitment to their organization and its success. Employees who are engaged are likely to contribute to a high-performing organization. In fact, a Gallup Management study Robison, (2012) found that, engaged employees are deeply committed to their employer, leading to key improvements in business outcomes, including reductions in absenteeism, turnover, shrinkage, safety incidents, and product defects. Employees are more likely to talk positively about the organization, remain with the organization, and help their organization perform more effectively every day.

The relationship between the individual and the organization as noted by Csikszentmihalyi, (1998) provides the context in which employee engagement is created. Employee engagement is characterized as a feeling of commitment, passion and energy that translates into high levels of persistence with even the most difficult tasks, exceeding expectations and taking the initiative. In such a state, it is argued that, people are more productive, more service-oriented, and less wasteful, and more inclined to come up with good ideas, take the initiative and generally do more to help organizations achieve their goals than people who are disengaged (Holbeche & Matthews, 2012). Whenever employee engagement is effective, Csikszentmihalyi, (1998) describes it 'flow'. He explains that flow is that "focused and happy psychological state when people are so pleasurable immersed in their work that they do not notice time passing".

In 2008, a conceptual significant piece of work by Macey and Schneider allowed to clarify employee engagement concept, separating it into three interdependent types of engagement: trait engagement, psychological state engagement, and behavioral engagement (Macey& Schneider,

2008). This idea of employee engagement evolving through consecutive steps can also be studied from a different perspective (Michalska, 2017). The trait engagement level consists of the employee focusing only on the job they are hired to do. It can then be followed by a second level where the employee starts to also pay attention to the other employees surrounding him to eventually reach a third level of engagement where the employee's interest in the company and its objectives emerges and increases (Argenti, 1998) cited in Michalska, (2017).

Macey, Schneider, Barbera & Young, (2009) argue that, it goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it. Karanges, (2014) states that, employee engagement is linked to higher productivity, lower attrition, and improved organizational reputations resulting in increased focus and resourcing by managers to foster an engaged workforce. Employee engagement indicates the extent to which employees display discretionary effort in their roles at work (Frank, Finnegan, and Taylor 2004).

Benefits of an engaged workforce contribute to the organizational outcomes through increased productivity, higher job satisfaction, and decreased turnover (Saks, 2006). Employee engagement has therefore become a high priority for organizations worldwide (Karenges, 2014). A global workforce study conducted by Towers Perrin, (2008) found that, only 21 percent of employees are engaged with their work, and 38 percent of employees were moderately to fully dis-engage with their work. Gallup Consulting, (2010) established that, 11 percent of employees worldwide are engaged in their job, 62 percent are not engaged, and 27 percent are actively disengaged.

Employee engagement can act as an early warning system, allowing organizations to respond and take corrective action before the conditions causing a decline in employee engagement translate into a hit on revenue and profits. When employees are engaged, it results in the right conditions

for all members of an organisation to give off their best each day and commit to their organisation's goals and values (Gullup, 2010). According to Sharma and Anupama, (2010), employee engagement embraces all the factors that influence the extent to which employees are committed to organizational goals, mission, and vision.

2.6 Link between Internal Communication and Employee Engagement

Employee engagement has many drivers and internal communication may be the most effective one yet (Hannig, 2020). Employee engagement elements such as culture, vision, motivation or commitment are carried and upheld by successful internal communication. This view is supported by Frank, Finnegan, and Taylor, (2004) who state that, while drivers of employee engagement have been identified as perceived support, job characteristics and value congruence, internal communication is theoretically suggested to be a key influence in both the process and maintenance of employee engagement efforts.

This is why it is extremely important that the channels of internal communication are accessible and transparent at all times, a responsibility that falls into the hands of an organization's management (Hannig, 2020). Iyer and Israel, (2012) also identify internal communication as a key driver of employee engagement. Every organization wants to engage employees who are committed and are likely to stick around, however in most cases organizations relegate employee engagement to the background. According to Cowie, (2009), the link between employee engagement and internal communication is becoming clearer because organizations have realized that some top reasons employees quit their jobs are often related to communication.

Mishra, Boynton & Mishra (2014) suggest that, internal communication between managers and employees enhances trust between them and leads to greater employee engagement with the organization. A study published in the Journal of Public Relations Research in the year 2014 explains that, organizations that want to foster engagement should “remove obstacles to internal information flow and provide ongoing feedback to employees about individual and organizational issues” (Cowie, 2019). Parker, (2021) states that, in order to foster engagement in an organization, internal communication has to be enhanced among employees.

According to Smidts, Pruyn, & Riel, (2001) and DeRidder, (2004), internal communication is a factor contributing to external prestige and when that external image is positive, employees experience a greater sense of identification with the organization thereby fostering engagement. Kalani & Hayase, (2009) concluded that, organizational identification is a variable of employee engagement. Thus, when employees are well informed, they become organizational advocates with the public, who in turn can enhance the organizations reputation (Gronstedt, 2000).

Pounsford, (2007) found that, internal communication strategies such as storytelling, informal communication, and coaching led to greater employee engagement, as well as increased levels of trust in the organization and increased revenue due to greater customer satisfaction. Furthermore, Chong, (2007) conducted a study on Singapore Airlines and concluded that, focusing on face-to-face dialogue (internal communication) between management and staff promoted engagement which helped the airline deliver its brand promise to its customers through its employees. According to Fritzpatrick & Volskov, (2014), in the past, talking to employees was not really something that concerned anyone much outside the human resource department and also may have been seen as the preserve of trade unions.

Fritzpatrick & Volskov, (2014) suggests that, in the modern world, internal or employee communication is now a widely accepted part of any organization. Much has changed in a short space of time as leaders around the world have come to acknowledge that good communication is part of the secret for the success of any organization. Dewhurst & Fritzpatrick, (2019) concluded that, without internal communication, orders would not be processed, salaries would not be paid and it would be even be more difficult to get IT helpdesk to understand that an employee needs help.

Duncan, (2018) believes that, employees need to be provided with the necessary information to do their jobs well, as well as have tools at their disposal to communicate effectively with management and their colleagues. According to Gillis, (2006), when an organization grows in size or complexity or spreads across borders and time zones, it needs internal communications to help keep its team.

2.7 Theoretical framework

Kerlinger and Lee, (2000) define theory as a set of interrelated constructs (concepts), definitions, and propositions that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena. According to Creswell (2003), the theory for a study guides the entire study. It is an organizing model for the research questions and for the data collection procedure (Akyeampong, 2013). Without a theoretical framework, the structure and vision for a study is unclear, much like a house that cannot be constructed without a blueprint. Thus, a research plan that contains a theoretical framework allows the study to be strong and structured with an organized flow from one chapter to the next (Grant

& Onsaloo, 2014). Imenda, (2014) clearly posits that, research without the theoretical framework lacks accurate direction to the search of appropriate literature just as it was identified in a scholarly discussion of the findings from the research (Adom & Hussein, 2018). For other scholars in the field of inquiry outlines that, the theoretical framework provides a common worldview or lens from which to support one's thinking about the problem and analysis of data (Grant & Osanloo, 2014).

2.7.1 System theory

A system as defined by Cutlip, Center and Du Plessis, (2011) is a set of interacting units that endure through time within an established boundary by responding and adjusting to change pressures from the environment to achieve and maintain stated goals. Baker & Angelopulo, (2006) describe a system as any set of interrelated elements that form a unified or complex whole. According to Mbhele, (2016), systems theory posits that, every organization is part of a system with three components: the organization, its publics, and its goals. However, its ultimate organizational goal is survival. Systems theory essentially works from the premise that publics, like customers and employees, all form a kind of social environment for the organization. Like the physical environment, the social environment is always changing. Organizations that adjust to the changes survive and prosper, and organizations that do not adjust do not survive. According to Broom & Sha, (2013), all systems be it mechanical, organic, and social can be classified in terms of the amount and quality of interchange with their environments. Thus, an organization is either practicing an open or closed system.

Closed systems have impermeable boundaries, so they cannot exchange information with their environments. Rather, interaction only occurs within the system. This means close system organizations concentrate on internal communication and do not expect feedback when they communicate to their external publics.

Unlike close systems, open systems exchange inputs and outputs with their environments through boundaries that are permeable. An open system is an indication of a set of objects with attributes that interrelate in the environment. It is conceived of as constantly engaging in information exchange with its internal and external environment (Katz & Khan, 1978). Open systems adjust and adapt to counteract or accommodate environmental variations. Feedback from the environment can be reactions to a system's own outputs or the result of changes independent of system outputs. The ultimate goal of systems, of course, is survival (Broom & Sha, 2013). But because they exist in changing environments, open systems must continually adjust to maintain states of balance. Open systems must continually change to remain the same thus an enduring set of interacting units.

2.8 Employee Communication Model

There have been recent developments in internal communication. Sher Holtz, introduced a new term, "employee communications" after Peter Vogt, and also presented the new model for communication within a company during the IABC World Conference, Washington, D.C. in 2017. Holt defines employee communication as a management function that manages the flow of information between the organization and employees horizontally, vertically, diagonally in order to facilitate the growth of the organization and the achievement of the organizations goals and

objectives. Holtz (2017) identified 5 components of internal communication: Alignment, Branding, Channels, Listening and Consultation. Alignment refers to the harmonization of company's values and goals with employees' roles and personal goals. Top management's ability to listen to employees and to understand their needs and concerns and vice versa. Consultation is about making leaders and employees more honest, open, and transparent with each other. Branding is about integrating the customer and employee brands. It reflects what the customer or employee thinks and feels when he sees the logo. Channels are used to distribute the crafted content.

A new model for employee communication

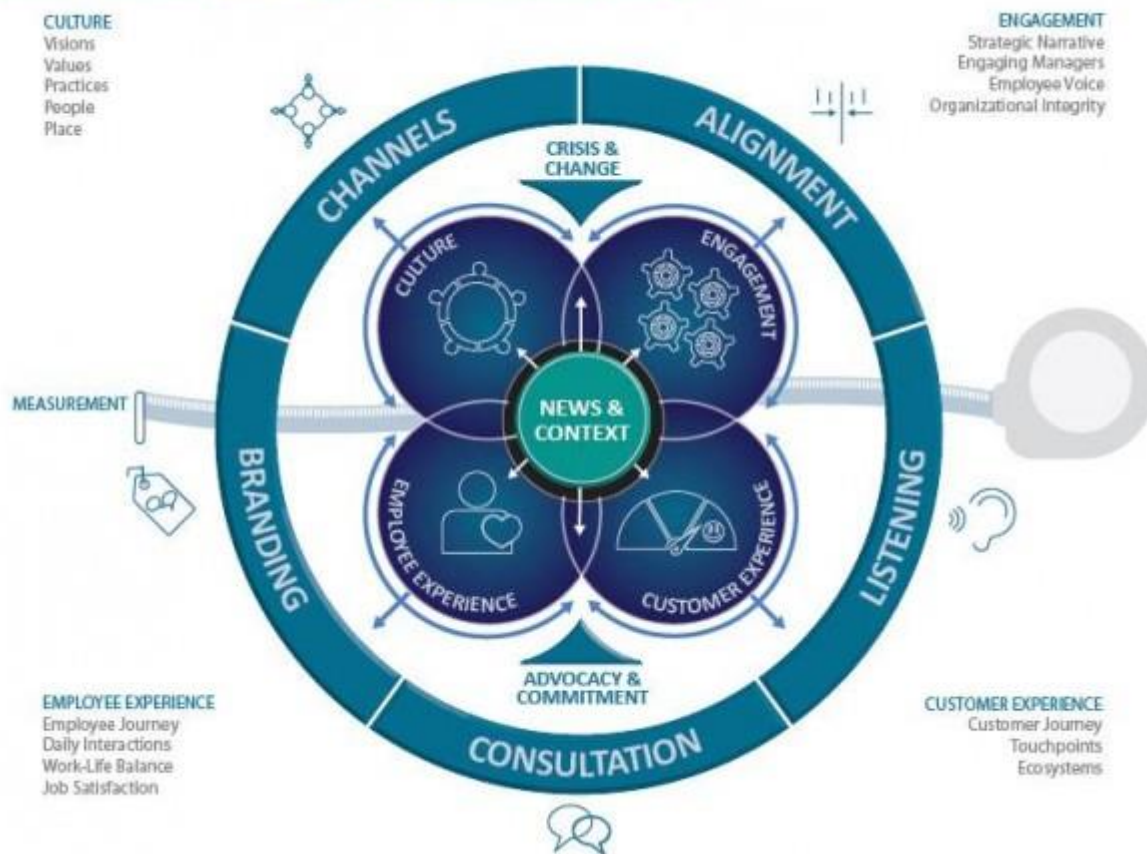


Figure 1 A new model for employee communication (Holt 2017)

Communication cannot be altered by itself. However, factors such as culture, engagement and employee experience can create the conditions that employees will develop. All in all, the given

model represents a qualitatively new approach towards communication process generally – the process here appears to be employee centric by perceiving them as people, not just people who accomplish a certain amount of work. Holt explains that employee communication leads to employee engagement. According to Holt, an engaged employee is one who gives his/her best to the employer every day. An engaged employee is psyched to come to work and help the company succeed and ultimately cares about the organization.

2.9 Conclusion

Systems theory reviews the structure and operations of an organisation and hinges an organisation to a system consisting of the following: an object, consisting of attributes and having internal relationships among the objects (Amofa, 2015). Therefore, the various elements in the organisation must be seen to be linking and relating strategically by building high quality relationships through communication. According to Grunig, (1992), organisations do not exist in vacuum, but they exist and operate within a social world and therefore must pay attention to the information and inputs from the inside and outside of the organisation. Furthermore, Holt's employee communication model emphasizes the importance of internal communication being employee-focused. The model supports the notion that organization's programs are likely to fail if most employees feel disconnected and confused about the business. Good internal communications are key to achieving the type of employee engagement that leads to desired business outcomes. With the systems theory and the employee communication model, the research hopes to find out how the management of the Ghana Atomic Energy Commission (GAEC) relates through internal communication with their employees. Afterwards, the theory will bring to knowledge whether the GAEC has an open or

close system as an organisation, and also whether GAEC's internal communication plays a role in the engagement of their employees.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes and explains the research methodology. It covers the research design, including the sampling technique, the population and the sample size, the sampling procedure for data collection, data analysis, and ethical consideration.

3.2 Research Design

According to Creswell (2018), research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. Since the aim of this study is to examine the role of internal communication in driving employee engagement, the chosen approach is the qualitative research approach.

Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem (Creswell, 2018). Yin (2016) also argues that qualitative research explicitly embraces the contextual conditions that is, the social, institutional, cultural, and environmental conditions within which people's lives take place. This study uses qualitative research because it provides a more realistic feel of the views of the research participants that cannot be experienced in the numerical data and statistical analysis used in quantitative research (Roshan & Deeptee, 2009). Strauss and Corbin (1998) explain that "qualitative methods can be used to obtain the intricate details about phenomena such as feelings,

thought processes, and emotions that are difficult to extract or learn about through more conventional methods". Therefore, the qualitative research approach will provide flexible ways of collecting, analyzing, and interpreting data and information.

According to (Creswell, 2018), researchers who engage in qualitative research of inquiry support a way of looking at research that honors an inductive or deductive style of research. This study adopts the deductive approach for the research. According to Bingham (2021), deductive analysis is a type of top-down approach to data analysis. This type of analysis is often used in qualitative analysis to apply predetermined codes to the data. These codes can be used as organizational tools or can be derived from theories, literature, or research proposals. The underlying reason for using the deductive style for this study is because it is a more suitable approach since the thesis will study a small sample of group subjects and themes will be developed to organize and analyse data.

3.3 Population and Sampling

3.3.1 Population

Population refers to the set or group of all the units on which the findings of the research are to be applied (Shukla, 2020). Polit and Beck (2017) define population as the complete combination of cases in which the researcher is interested. In this study, the target population comprised of non-technical staff from five non-technical Directorate of the Ghana Atomic Energy Commission. The total number of staff under the non-technical Directorate are 100. The non-technical Directorates are Administration, Human Resource, Commercialization and Communication, Audit and Finance.

3.3.2 Sampling Method

Convenience sampling involves selecting people who are available (or convenient) for the study (Vanderstoep & Johnston, 2009). Convenience sampling is a type of non-probability or non-random sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Etikan, 2016). The convenience sampling method was chosen because it allowed for easy recruitment of participants (Vanderstoep & Johnston, 2009). The convenience sampling was used to select participants who are responsible for internal communication in GAEC. The selected participants were relevant to this study because they addressed issues relating to internal communication and also, initiated and implemented internal communication strategies at the Commission.

3.3.3 Sampling and Sample Size

Sampling refers to the procedure of selecting a subset of the population to represent the whole population (Polit & Beck 2017). A selected group of some elements from the totality of the population is known as the sample. Sampling is an important tool for research studies because the population of interest usually consists of too many individuals for any research project to include as question (Majid, 2018). From the population size of 100 non-technical staff, the researcher sampled to 10 staff from five departments/ centers under 3 Directorates to participate in the study.

Table 1 sample distribution

DIRECTORATE	CENTER/DEPARTEMENT	SAMPLE SIZE DISTRIBUTION
Administration	Monitoring and Evaluation Center Office of Administrator	2 1
Human Resource	Training and Development	2
Director of Commercialization and Communications (CCD)	Marketing Center Communication and Public Relations Center	2 3
Total		10

3.4 Data Collection Method

Interviews are a qualitative data collection method that involve direct, one-on-one engagement with individual participants. Seidman (2006) explains that the purpose of in-depth interviewing is not only to get answers to questions, nor to test hypotheses, and not to “evaluate” as the term is normally used, but also to develop an interest in understanding the lived experience of other people and the meaning they make of that experience. Webb (1995) lists specific preferential outcomes of interviews: 1) it is possible to ascribe the views to individual respondents, allowing for more precise interpretation; 2) it affords the opportunity to build a close rapport and a high degree of

trust, thus improving the quality of the data; and 3) it allows for easier expression of non-conformity.

In order to effectively answer the research questions, semi-structured interviews were conducted. The reason behind this is that qualitative interviews have open-ended questions, making the semi-structured interviews necessary. The semi-structured interviews were based on a predetermined script with open-ended questions, as suggested by Saunders et al. (2007). This left room for the participants to adequately describe and provide detailed answers to the research questions. As a result, answers were very detailed and as Jacobsen (2002) explains, a better understanding of subjects was achieved. Some of the questions the participants answered are as follows:

- Generally Speaking, how does your manager communicate with you?
- Are you well informed through these Means?
- How do you prefer to Receive Information?

The interview guide is attached as appendix A.

3.4.1 Data Analysis

It is maintained by Diriwachter and Valsiner (2006) that, once data has been collected, the researcher's task is to reduce the mass of data obtained to enable for suitable analysis, data reduction which generally consist of coding either by hand if the survey is small or by computer. Data collected through in-depth interviews were transcribed and coded. The coding process identified themes from the collected data as the interviewer read and reread the interview transcripts. Coding involves identifying themes across interview data by reading and rereading interview transcripts, until the researcher has a clear idea about what sorts of themes come up

across the interviews. Coding helps to achieve the goal of data management and data reduction (Sheppard, n.d). Data analysis was carried out using deductive analysis. Deductive analysis requires a structured or predetermined approach. According to Bingham (2021), deductive analysis helps the researcher to sort data into organizational categories, such as data type, participant, or time period, and organize data into categories to maintain alignment with research questions. The data will be analyzed under three categories: Communication, Feedback Process and Nature of Employee Engagement.

For this study, the interview questions were categorized to assist in directing the interview process. The intended questions were designed in a coherent manner that facilitated the analysis. These predetermined categories were presented and also explained to the interviewees before the interview. Lastly, in order to facilitate the interpretation of the summaries, the results have been structured in a narrative manner.

3.5 Validation and Reliability

An instrument can be considered valid, if it truly represents and produces result on what it is meant to measure (Polit & Hungler (1995). Reliability in qualitative research refers to the stability of responses to multiple coders of data sets. Reliability for this research was enhanced through detailed field notes by using recording devices and by transcribing the digital files. Respondent validation was achieved through inviting the participants to comment on the interview transcript to determine whether the final themes and concepts created adequately reflected their views.

3.6 Ethical Consideration

Since exposing information is not ethical, the respondents were guaranteed on how confidential it was to the researcher concerning any information they provided. Their confidentiality and anonymity were guaranteed. The participants at no point felt any coercion to participate in the study. Thus, the participants were allowed to give their explicit consent before they were selected to participate in the study. All references have been duly acknowledged.

3.7 Conclusion

This chapter described the methodology adopted in conducting the study. This included the population and sample size of the research, the sampling procedure, collection of data, and instruments used for the study. The following chapter provides the analysis for the data collected.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

The main objective of this study was to assess the role of internal communication in driving employee engagement at the Ghana Atomic Energy Commission. In pursuance of this broad objective, the specific objectives were formulated to guide the study are: i) Find out the type and nature of engagement between the management and other employees at Ghana Atomic Energy Commission, ii) Identify the role of internal communication in employee engagement at the GAEC and iii) Find out whether employee engagement plays a role in the promotion of the Commission's nuclear technologies.

To achieve these objectives, data was collected from employees from five different departments/centers namely Administration, Marketing, Human Resource (HR), Monitoring and Evaluation (M&E) and Communication and Public Relations Center (CPRC). In all, ten employees were interviewed on various aspects of internal communication and employee engagement.

This chapter analyzes and interprets the data gathered from the field and categorized into broad themes based on the research objectives and research questions. The data will be analyzed under three themes: Communication, Feedback Process and Nature of Employee Engagement. Under each of the broad theme are other sub-themes which will be used to further analyse and interpret the data gathered.

For this study, the Director of Administration will be referred to as Director. The Center managers will be referred to as "Manager 1" for the Communication and Public Relations Center, "Manager 2" for Monitoring and Evaluation and "Manager 3" for Marketing. The employees that were

interviewed from the Communication and Public Relations Center will be referred to as Respondent 1 and 2, Respondent 3 for Marketing, Respondent 4 for Monitoring and Evaluation, Respondent 5 and 6 for Human Resource.

4.1 Communication Channels used by GAEC

Communication is important to the management and employees of GAEC. Communication keeps the whole organization moving. Various communication channels were used by GAEC to disseminate information to the employees. However, the medium that was used depended on the type of information being communicated. The channels include face-to-face, written, and different types of electronic media to facilitate the transmission of information throughout the organization. The face-to-face communication includes weekly Directors meetings, managerial meetings at the Institutional and Directorate level, and meetings between immediate managers and their staff every week. The Commission also holds an end of year durbar every year to remind workers of the phase where the company had reached in carrying out its mandate and also listen to the grievances of employees. This was done to make sure that staff understand the impact of their contribution to the Commission and also find solutions to their problems. Written formal communication was carried out through memos, circulars, and letters while new media included emails and social networks such as Facebook, Whatsapp and Telegram for the sharing of ideas and contributions on issues of concern. Though the Commission has incorporated new media in their communication structures, they mostly rely on traditional methods such as notice boards, memos etc. to disseminate information. One of the Center managers had this to say.

Every Monday, we have departmental meetings. We share information, brainstorm ideas, and give updates about what's happening. Then, I meet my Director to discuss the activities of my department (manager 2).

4.1.3 Internal communication channels within GAEC

On how internal communication took place in the company, it was found out that communication took place in several forms within the company. It was found that management mostly uses the traditional channels for communicating with the employees. Management uses memos, letters and seculars to disseminate information to the employees of GAEC. It was discovered that Management does not use the official GAEC email to send information. Apart from the formal communication channels, Center managers often use face-to-face, emails as well as social networks such as Whatsapp and Telegram to communicate with their teams. One Center manager and the Director of Administration had this to say about the internal communication channels of GAEC:

Um, we have various mediums for internal communication at the Commission. One of the foremost channels we use is seculars. We also make use of memos a lot. The memos are used for intra Institute communication. For example, management decisions are communicated to the various Institutes and Directorates through memos. But then also we have a third channel, which of course is through a letter (Director).

Recently we have incorporated bulk SMS into our communication channels. We are also making use of Whatsapp and telegram platforms as well as our social media handles and

the GAEC website. There are other mediums like durbars and general meetings that we use but they are reversed for specific issues (manager 1).

4.1.4 Employees Preference for Receiving Information

The analysis of the data showed that respondents who were not Directors or Managers preferred four channels of communication. These are face-to-face, email, telegram and Whatsapp. The respondents preferred these channels because the information was delivered extremely fast and the face-to-face channel fosters a cordial relationship among employees and their immediate supervisors. Because of their preference, it was discovered that employees use their emails to send and receive information. This is because the Commission has yet to enforce the use of the GAEC official mailing address and also, just a few employees have been given an official GAEC email address. Four of the respondents have described their preferences as follows:

So, I think we use both formal and informal channels, but mostly I prefer the informal channels. I also like that my manager uses emails a lot since it is faster, easier, paperless and simple (respondent 3).

Communication with my team is often informal so personally, as a manager, I prefer using the face-to-face medium of communication.

I prefer the face-face and email, and most of the time, that's what my manager uses to communicate with me (respondent 2)

Okay, so currently my manager uses the face-to-face approach, sometimes through phone calls and then sometimes through emails. And I think am okay with these channels (respondent 6)

4.5 Feedback Process

Feedback in the communication process is essential because it gives the sender an idea of how the message is being received and whether it needs to be modified. Thus, if the feedback indicates that the receiver did not understand the message was conveyed, then the sender will either refine or repeat the message. Additionally, feedback reinforces positive behavior, corrects any negative performance and create rapport between managers and their subordinates. The concepts that will be explored under this theme are whether the internal communication structures of GAEC allows for feedback and also whether the employees are well informed through the Commissions communication methods.

4.5.1 Being Well Informed Through GAEC Communication Methods

For the most part, the respondents expressed that they were well informed when it comes to getting information to perform their day-to-day activities. They said that their managers are always available to give clarity and also willing to provide the necessary information required for them to work towards accomplishing their daily tasks.

However, when it comes to knowledge of the organizational mission, vision, and mandate, the data analysis revealed that the respondents were not well informed. Knowledge of the organizational mission, vision, and mandate is very crucial in aligning employees' interests with the goals of the organization and motivating employees to work hard to achieve them. Ahmed (2019) states that regardless of whether you're running a small one-person operation or a large corporation, having a company mission and vision help to provide employees with a purpose. The respondents mentioned that they receive an orientation on the mission, vision, and mandate of GAEC from the

Human Resource Directorate before they started work. Apart from the initial orientation, the mission, vision and mandate of GAEC were also displayed on the Commission's website. Yet, some of the respondents mentioned that they did not have a good knowledge of the mission, vision, and mandate of GAEC.

When it comes to my knowledge of the missions and values of GAEC, I will give myself out of 100 a 50%. The mission, vision and mandate were explained during my orientation but I don't remember or understand them. I think it will be helpful if, for example, the mandate of GAEC is put on a plaque so that we are reminded of it frequently (respondent 4)

It's not as if I don't know the mission and vision of GAEC. I know about the mission, vision and mandate but I don't understand them because these ideas have not been explained to me effectively (respondent 3)

Not knowing about the mission, vision and mandate of GAEC has greatly affected me. It's like you are thrown into the environment and you don't know your left from your right. So it makes you confused and it opens you up to a lot of mistakes and landmines. I mean, you work up to a certain point without a clear cut direction, then you realize that you hit a wall, then you'll have to come back. This situation is not very pleasant (respondent 1)

Furthermore, when it comes to being well informed on GAEC technologies, the respondents mentioned that they get some information from the scientists. However, most of the time they do not understand what is being communicated. This, they said is mostly due to the language that is

used. They explained that scientists use technical jargons which cannot be easily understood if you are not a scientist.

The scientist do communicate through memos and circulars. But the words they use are so big that, you just don't have an idea of what they are talking about. Am happy that they make the effort to communicate to us since I can only speak effectively about GAEC if I understand what they do. However, since not all employees are scientists, I think they should try and use layman language for easy understanding (respondent 5).

As a Centre, we have appreciated this communication gap for some time now. And we have put in measures to try to curtail this problem. For example, we organized a series of seminars over the years, designed to train scientists in how to write simply for easy understanding (manager 1).

4.5.2 Sending Messages and Receiving Feedback

Feedback is an essential component of the communication process. Receivers are not just passive absorbers of messages; they receive the message and respond to them. The response from the receiver will indicate to the sender whether the message was clearly understood or misinterpreted. Sometimes, feedback could be in the form of non-verbal communication such as smiles, sighs etc. Sometimes it is oral, such as the receiver giving a verbal comment. Feedback is critical to communication because it enables the sender to evaluate the effectiveness of your message. If the receiver doesn't understand the message, the sender by the receiver's response can refine the message and channel accordingly. The study tried to find out whether respondents were allowed

to send feedback or not and also whether the feedback was received with much urgency or attention. It was found out that though employees were able to send messages to their immediate supervisors and management, they do not always receive feedback.

Per my experience, management does not always give feedback. But, I have come to realize that the certain actions from top management will let you know whether your ideas or suggestions are being implemented or not. Though is not an ideal situation, I derive my feedback from their actions or inactions (respondent 4).

Although management may not always give feedback, the Director of Administration stated that systems have been put in place to inform employees that they are being heard.

Employees who send us suggestions and proposals are rarely given feedback. But, I will mention something that is very important and also important: suggestions and proposals from employees were incorporated into the promotion scheme. Even though we don't give feedback directly, our system recognizes those who contribute to the advancement or development of the Commission,

4.6 Nature of Employee Engagement

Employee engagement is important to organizations because it creates an environment where employees believe that management is concerned about them as a whole person. Employee engagement helps management to understand the needs of their employees and also areas that needs to be improved in order to encourage positive behaviour. Thus, employee engagement makes employees happy and turns them into an organizations best advocates. One Center manager

stressed the importance of employee engagement by saying that he cannot manage his Center with his alone since he is not the sole hub of ideas.

It will surprise you that your subordinates may have better ideas and strategies for growing the department. That is why as a manager, I bring them along and discuss issues with them so that we find solutions together (manager 3).

4.6.1 Engagement of GAEC Employees in their Decision-Making Process

Involving employees in decision making can be beneficial to both the organization and employees. It is an indication of trust when an organization allows employees to take part in the decision process. Even if the final decision is not influenced by the inputs of the employees, it still shows that the organization value the opinions of their staff. In addition, asking employees for their opinions can give the organization different perspectives to make better decisions. When it come to the decision-making process at GAEC, the respondents expressed that their views were sought in making a certain decisions. Some of the respondents had this to say:

My team members contribute to the decisions I take since it will affect them one way or the other. Especially when it comes to Monitoring and Evaluation (M & E), where I manage, one of our major tasks is to review the achievements and failures of the Commission's corporate strategic plan. We compile suggestions from the various Institutes and Directorates and then present them to management. So with this task alone, you realize that we are involving all the Institutes and Directorates in the review process (manager 2).

Of course, I engage my team members in my decision-making process. My Center for example organizes seminar series where we interact with the workers. So for my Center to

pull off a successful programme, I involve my team members a lot in the organization of the seminars (Manager 1)

To a certain extent, I feel like am part of the decision-making process. For example, recently my manager asked us to put together a five-year strategic plan for my department. The whole team met, and we brainstormed and came up with our five-year strategic plan. I felt like I was part of the decision-making process (Respondent 2).

4.6.2 Trait Engagement of GAEC Employees

Trait engagement is the disposition of someone towards the work. It also means that the extent to which employees have a generally positive attitude towards work. Thus, employees tend to be happy and productive across a wide range of settings and jobs. The study found out that there are different traits of engagement in the Commission. The Director of Administration stated that certain employees are more dedicated than others to their jobs.

One contributing factor to people not being committed to their job is adequate supervision. Some managers are not achieving results because they are not managing the team well enough to meet targets. However, on the other hand, another manager is achieving results within the same Commission because he is managing his team efficiently. This situation is why I cannot generalize that GAEC employees are not productive. For example, if you are a Director or Manager, and you don't report to the office often and you make excuses all the time, over time your subordinates will also do same.

4.6.3 Employees Behaviour and State Engagement

Behaviour can be described as how employees perform their job while state engagement is the current feeling of employees towards the organization they work for. Behavioral engagement is shown through employees going above and beyond for the organization they work for. Though organizations do not have full control over employees' behavioral and state engagement, they can create an environment that can foster both behaviour and state engagement. Some respondents had this to say about their engagement at work:

Apart from what I am supposed to do professionally, like my daily duties, I don't commit to any extra work. I also don't think I have that zeal to defend the organization because that feeling of engagement is not present. If I get another opportunity somewhere else, I won't think twice about leaving, because I mean, there are things that can make somebody feel a part of the organisation, but I have seen that that culture is not there. I don't have that feeling that makes you want to go the extra mile for the Commission (respondent 3).

I have a five-year plan for myself. I don't see myself working here for a very long time. I came to gain some level of experience then after maybe five years, I will look for a different opportunity elsewhere (respondent 4).

When it comes to engagement, I think everyone is different. With my condition of working at GAEC right now, I won't say it's a perfect one, but it's good. Working at GACE is good. But if I get an opportunity that is far higher than what I'm doing now, and I feel it meets my aspirations, then I would think about it. But right now, I'm okay. I'm comfortable. For now, am not actively looking to leave GAEC (Manager 2).

I think that to some extent, I have a sense of loyalty towards the Commission. But we can do more to make employees feel like they are a part of a community that cares about them (manager 1).

Conclusion

This chapter focused on the presentation of the findings after the data collected was categorized into themes and sub-themes. The themes and sub-themes were then analyzed and interpreted based on the research objectives and research questions of the study. It can be inferred from the findings that internal communication is important to the success of an organization and it has a role to play in employee engagement.

CHAPTER FIVE

SUMMARY, LIMITATIONS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The study was conducted to find the role of internal communication in driving employee engagement for promoting nuclear technologies at the Ghana Atomic Energy Commission. This chapter therefore presents a summary of the major research findings, limitations, makes conclusions after which recommendations are made.

5.1 Summary of Findings

The interviews conducted revealed that GAEC understands the importance of internal communication to the success of the Commission. The study revealed that multiple channels were used to communicate with employees of GAEC. The respondents indicated that generally, communication between supervisors/managers and their subordinates were mostly informal. The channel that is utilized is dependent the type of information that is being disseminated. The use of formal communication channels such as letters and memos were commonly used by management.

The study again revealed that, the communications channels employed by GAEC has evolved to include social media platforms and new media. The Commission no longer only relied on the traditional mediums of disseminating information. The Commission has incorporated the use of other channels such bulk SMS, emails, telegram and whatsapp platforms to send information to their employees. The study found that all respondents believed that internal communication was

very important to employee engagement and the promotion of GAEC technologies. The respondents believed that, they can become better employees and ambassadors when they are made to understand and appreciate the mandate, mission and vision of GAEC. They also believed that knowledge of GAEC technologies will help them promote the Commission to external publics who want to know more about GAEC.

From the interviews, the study found that respondents preferred face-to-face, emails and social media platforms as channels of communication. They expressed that face-to-face communication is important because it fosters good relationship and they is an opportunity to seek for clarity on the sport. According to the manager of Communication and Public Relations Center (CPRC), face-to-face communication is valuable when having a brainstorming session because it gives room for every team member to make valuable contributions. The preference for email and social media platforms is due to the fact that, these channels are fast and easy to use. Managers for instance rely on these platforms to communicate with their team even when they are not at work.

Wright (1995) found that effective communication is two-way communication, where both employees and managers listen to one another. Argenti (1998) also argued that the most effective internal communication is two-way communication because it provides an opportunity for informal interaction between employees and managers. Kalla (2005) also maintained that internal communications involved both formal and informal communication taking place at all levels in the organization. In support of these notions, the study revealed that GAEC used both formal and informal communication channels to disseminate information. However, the study also found out that the Commission uses the one-way internal communication process if the message is coming from top management. Here, the information is disseminated and employees are expected to act accordingly.

The study also noted that respondents believed that the flow of information within GAEC was insufficient. This was based on the belief that though there was a good interpersonal relationship between managers and employees as well as among employees, a lot more need to be done to get employees adequately informed.

It can be inferred from the study that the respondents wanted more feedback from top management. This they indicated would result in understanding, display of positive behaviours, smoothness of communication, produce positive outcomes, and ensure employees adapt to messages being communicated. Finally, the study discovered that the participants wanted deliberate and regular communication which would keep them in the loop of what is going in the Commission. Thus, deliberate internal communication would create a community of engaged employees who are eager and willing to promote the activities of the Commission.

5.2 Limitations of the study

A major limitation of the study was that the study failed to use a large sample size due to time constraints. Collecting the data took a lot of time due to the tight working schedule of the GAEC employees. The nature of their work prevented them from having enough time to spare since the only time they could meet was during working hours so the interviews had to be made short so they could get back to their busy schedules. Also, because this was a qualitative research and data was collected through interviews which sought for individual perspectives on the study, it is almost impossible to duplicate the results that were found.

5.3 Conclusion

While the research limitations have a slight effect on the overall conclusions one can draw from this paper, the study has discovered a great deal from this research which can be useful to other companies in understanding the role of internal communication in driving employee engagement. This research indicated that despite the availability of technology in today's workplace, workers still value the face-to-face interaction they have with their employees. They see it as a way to enhance organizational performance and also as a way to develop relationships among themselves. The study also shows that employees want to be part of the decision making process since it will make them feel engaged. The participants revealed that feedback is important to them because it shows that their views were appreciated and even if they were not implemented. On the whole, workers were of the view that, although every aspect of internal communication seemed to be working, there was always room for improvement. Additionally, it can be inferred from the results that because internal communication is somewhat effective and employees mostly do not feel engaged, they are not able to adequately promote the technologies of the Commission.

5.4 Recommendation

Based on the findings of this study, the following recommendations are advanced:

1. Internal communication systems should be designed to inform and remind the employees of the various technologies of GAEC. The Commission's internal communication systems should also bridge the communication gap between employees who are scientist and non-

scientist. These will equip the employees with relevant and adequate information which can be used to promote the activities of GAEC to external publics.

2. The leadership GAEC should create a conducive working environment that inspires employees to develop a sense commitment to the Commission which will lead to positive work behaviour and going the extra mile for the Commission.

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Appendix A

INTERVIEW GUIDE FOR STAFF

1. What is your name?
2. What department are you in?
3. Generally Speaking, how does your manager communicate with you?
4. Are you well informed through these Means?
5. How do you prefer to Receive Information?
6. Has the mission/vision/mandate of GAEC been clearly communicated to you by your manager?
7. How comfortable are you speaking to your Director/Manager/Supervisor?
8. When you voice an idea or opinion at work, do you feel like it's taken seriously?
9. How do you feel about GAEC? Are the strategies maintained or changed over the Time?
10. Are you allowed to send feedbacks? And if you are through what means?

INTERVIEW GUIDE FOR DIRECTOR/MANAGERS

1. How many employees do you directly manage/supervise?
2. Generally speaking, in what ways do you communicate with your employees? Is it mostly formal/informal?
3. What communication channel(s) do you prefer and why?
4. Do you think your employees prefer the same?
5. Have you communicated the mission/vision/mandate of GAEC to your employees?
6. How do you know that your employees have understood the information you have conveyed to them?
7. How is the communication climate in your office? Do you practice an open door policy?
8. Do you involve your employees in your department's targets or is it determined by top managers only?
9. Do you feel that the internal communication processes could be improved?