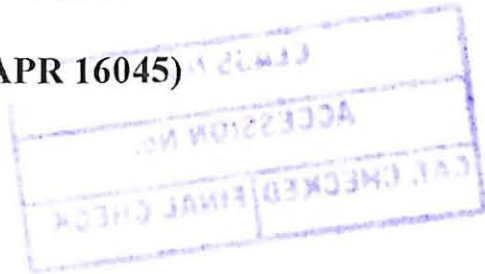


GHANA INSTITUTE OF JOURNALISM

**AN ASSESSMENT OF THE ROLE AND IMPACT OF INTERNAL
COMMUNICATION ON EMPLOYEE ENGAGEMENT: A CASE STUDY
OF NATIONAL TRUST HOLDING COMPANY (NTHC) LIMITED**

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(MAPR 16045)



**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE
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PARTIAL FUFILMENT OF THE REQUIREMENTS FOR THE AWARD
OF MASTER OF ARTS DEGREE IN PUBLIC RELATIONS**

NOVEMBER, 2017

DECLARATION

I, Patience Setutsi Kploanyi, declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and acknowledged, is entirely my original work and has not been submitted, either in part or whole for another degree elsewhere.

Signature: 

Date: 30-11-17

CERTIFICATION

I hereby certify that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of dissertation as laid down by the Ghana Institute of Journalism.

Name:

Signature:

Date:

Joseph Emmanuel Aducci - Bayyeng
30th Dec. 2017

DEDICATION

This work is dedicated to my dear husband, Kwame; my sweet sisters: Makafui, Sitsofe and Emma; and my lovely parents: Mama Lucy and Papa G.S. Thanks for your endless love and support; your selflessness shall be rewarded by our Father.

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I also owe great debt of gratitude to the Management and staff of NTHC for allowing me to conduct this research in their institution and providing all the assistance required for the successful completion of the study.

Lastly but definitely not least, I am very grateful to the Giver and Sustainer of life for His endless mercies. Indeed, in every victory, may it be said of me that my source of strength and hope is Christ alone.

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ABSTRACT

According to Soeters (1999:58), “internal communication is an important, maybe even the most critical, factor in an organisation”. Employee engagement thrives in an environment where employees’ personal values are in sync with the organization, as well as transparency and integrity. It is therefore critical that organizations pay attention to the communication culture that exists within them. The aim of this study was to examine the impact of internal communication on employee engagement. The study surveyed 100 management and non-management staff of the NTHC Ltd to ascertain the internal communications arrangements at the company and their impact on employee engagement. Six management members were also interviewed in-depth for the study. The study found that employee engagement within NTHC is high. It was also found that the internal communication arrangements within the organization were generally effective, but face challenges including delay in response to corporate emails; reliance on grapevine information and lack of openness, thereby hampering open communication exchange among teams. The study therefore recommends that the management of NTHC takes steps to conduct a comprehensive communications audit of the company and draft a communication policy to guide the company’s communication engagements. Also, the company should invest in information technology, such as webinars and other cloud services with the aim of improving performance and engagement.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

According to Johnson (2004:1), “the ability to engage employees, to make them work with our business, is going to be one of the greatest organisational battles of the coming 10 years”. There is an increasing awareness that employee engagement is pivotal to successful commercial and business performance, where engaged employees are the “backbone of good working environments where people are industrious, ethical and accountable” (Levinson, 2007a; Cleland et al, 2008).

Employee engagement is the level of commitment and involvement an employee has towards their organisation and its values. Kahn (1990) as cited in Vazirani (2007) conceptualized ‘engagement’ as the “harnessing of organisational members’ selves to their work roles”. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances (Vazirani, 2007). An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation.

Since employee engagement requires that the organisation works to develop and nurture a two-way relationship between employer and employee, there is need for internal communication. According to Soeters (1999:58), “internal communication is an important, maybe even the most critical, factor in an organisation”. Van Putte (1998:79) defined it as “the communication within an organisational, relational and informational context, intentional production of messages, whereby receiving and interpretation can follow. With this, a relation between sender(s) and

receiver(s) can be shaped” (van Putte, 1998:79). Internal communication is among the fastest growing specializations in public relations and communication management.

This study is aimed at understanding the contribution of internal communication in improving on employee engagement within organisations. The study uses the National Trust Holding Company (NTHC) as a case to explore the relationship between these two concepts. This chapter contains a background to the study, statement of research problem, research objectives and questions, scope and limitations to the study, and organisation of the study.

1.1.1 Employee Engagement

Employee engagement is a fairly new phenomenon that continues to gather the attention and implementation in organisations. Relevant research outcomes have linked it to reducing turnover, increasing shareholder value and as the catalyst for outperforming the competition (Woodruffe, 2006; Harley, Lee, & Robinson, 2005; Watson Wyatt Worldwide, 2004).

Research has also asserted that a key driver of engagement is internal communication (Baumruk, Gorman, & Gorman, 2006; Hoover, 2005; Woodruffe 2006; Yates 2006) and organisations that effectively communicate with employees experience higher levels of engagement (Baumruk et al., 2006; Debussy, Ewing, & Pitt, 2003; Yates, 2006). While some research work has identified communication as a means for improving engagement, not much of effort has been concentrated solely on establishing the relationship between the two (Watson Wyatt Worldwide, 2004).

According to D'Aprix (2006), engaging employees more fully in their work is the most important issue facing organisations. Engagement refers to “unleashing the full energy and talents of people in the work place” (p. 227). Long an issue, it is more crucial today due to a dynamic marketplace, an information-saturated work place and trust and morale problems exacerbated by waves of downsizing, restructuring and corporate governance problems in the past 15 years (Burton, 2008). Employees are inundated with so much information today that they are overwhelmed, confused and work with the “volume off” (Grates, 2006).

Communications Departments can help by aligning words with actions, building relationships and conversing with employees rather than communicating at them, and helping guide authentic executive actions which reflect organisational purpose. Burton (2008) suggested that new technologies help engage employees by personalizing executive communications and reinforcing face-to-face initiatives.

The benefits of an engaged workforce are clear. Izzo and Withers (2000) found that organisations with engaged and committed employees were 50 percent more productive than those where employees weren't engaged. Employee retention rates also were 44 percent higher. A Watson Wyatt (2002) study found that companies with more engaged employees produce greater financial returns. Engaged employees contribute discretionary efforts, which they otherwise may withhold (D'Aprix, 2006).

1.1.2 Internal Communication

Internal communication has an important role in organisations given the evidence that companies with effective communications strategies are usually successful, while others tend to fall short of optimal performance (Argenti & Forman, 2002; Tourish & Hargie, 2004a). There has been considerable focus on how external communication – advertising, public relations, etc – helps corporations build a corporate image to differentiate themselves from competitors in an increasingly crowded marketplace. This corporate image is important as it is the basis on which stakeholders choose to establish contact or business transactions with the organisation and whether or not to attach good or ill will towards it (Schuler, 2004).

However, the role of internal communication and training in building corporate brands has received less attention in the academic literature. Internal communication refers to the exchanges between an organisation's management and the internal publics - i.e. employees (Moore 1981). Internal communication has been recognized as a strategic focus for business communication, second only to leadership concerns (Barnfield, 2003).

Internal communication is a subset of effective business communication, which is built around this simple foundation: communication is a dialogue, not a monologue. In fact, communication is a dual listening process. So, internal communication, in a business context, is the dialogic process between employees and employer, and employees and employees. Internal communication merits close attention as according to Dortok (2006), employees are considered one of the most trusted information sources about an organisation. They embody the corporate brand and interactions

between them and external stakeholders, and communicate the brand's values as much as (if not more than) traditional marketing communications (de Chernatony, 2002).

Research has identified communication as the heart and soul of organisations and businesses. Communication infiltrates every relationship between employees, between employees and management, between departments and between the organisation and its many and varied stakeholders. The failure in communicating within or to any one of these organisational sectors can have great implications for the others and can create a domino effect and escalate through them. Achieving success in internal business communication therefore requires significant levels of skill and well developed processes to maintain communication competence.

According to Robert Bacal's "Internal Communication Strategies (The Neglected Strategy)" (2005), most organisations, be they public or private, understand the importance of strategic communication with customers and/or stakeholders, hence we have marketing and communication specialists who produce communication plans for external use. In the private sector, that means more income; in the public sector it means better public relations, and better use of government services through client information. A seminal component of the functioning of organisations is organisational communication. Communication drives relationships and frames behaviours of people in the workplace and is a significant factor in the effectiveness of organisations (Pettinger, 2000; Vecchio, Hearn and Southey, 1994).

Again, the study of internal communication is one of the fastest growing areas within the field of communication, with a 25-30 percent growth rate in the past five years (Donaldson & Eyre, 2000). Indeed, studies indicate that organisations are pointing to effective internal communication as an influential factor in business success (Cees, Berens, & Dijkstra, 2005; Holtz, 2004; Quirke, 2000). Internal communication is defined as the “formal and informal communication taking place internally at all levels of an organisation” (Kalla, 2005, p.304). Argenti (2007) suggests that events within the last twenty years, such as the bursting of the dot-com bubble, collapse of some of the most high profile firms in America (e.g. Enron) and the outsourcing of jobs to foreign countries, has “further necessitated strong communication channels between management and employees to win employee trust and loyalty” (p.54).

For organisations to succeed, there is the need to pay attention to improving on internal communication among members. One may ask, does internal communication play any role in increasing employee engagement? The issues raised above have turned my attention to NTHC where there is the need to investigate the role internal communication plays in promoting employee engagement.

1.1.3 Case Study: National Trust Holding Company (NTHC) Limited

National Trust Holding Company (NTHC) Limited is the pioneer of investment banking firms in Ghana. It has accumulated decades of experience and expertise since its establishment in 1976 under the auspices of the National Investment Bank to serve as a catalyst for the creation of a stock exchange in Ghana.

NTHC started business soon after incorporation and was authorized by Legislative Instrument (L.I 1093/76) to operate as a National Mutual Fund in that same year. Their core business activities are Securities Trading, Investment Management, Registrar Services, Corporate Finance, and Investment Research. In addition to the core business, NTHC, through its wholly-owned subsidiary, NTHC Properties Ltd. develops and sells properties. NTHC has acted as, and continues to act as Trustees for Government's interest in companies since 1979.

In recognition of the ability to design and deliver high quality and innovative financial products, they have on three occasions won the prestigious Euromoney Award. The shareholders of NTHC are Social Security & National Insurance Trust (SSNIT), State Insurance Company (SIC), National Investment Bank (NIB), AccreCon Consulting and NTHC Provident Fund. The key initial objectives in its establishment were for NTHC to:

- Assist in the implementation of the Government's Investment Policy as set out in the Investment Policy Decree, 1975 (NRCD 329) and the Ghanaian Enterprise Development Decree, 1975 (NRCD 330);
- Act as Trustees for the State in respect of the Shares and other proprietary rights in some private companies taken over by Government;
- Play a leading role in the development of a formal, structured capital market in the country leading to the eventual establishment of the Ghana Stock Exchange.

The vision of the organisation is to be the customer's preferred choice for investment banking services in Ghana. It aims to provide investment advisory and management services which are accessible, durable and valuable to their customers and deliver competitive and sustainable returns

to shareholders and staff while contributing to the development of their industry, communities and country. According to the bank's website, its core values are tenacity, responsiveness, integrity, people focus and passion.

In a speech to commemorate the 40th anniversary of the company, the Acting Managing Director of NTHC, Mr. Francis Apanka disclosed that the company would be focusing on a number of activities to reposition it for the future. This, he said would include enhancing customer reach and service - both geographic and virtual, expand product range, deliver competitive returns on investment to shareholders and reward staff commensurate with their performance and competitive to the industry (Ghanaian Times, 2016).

These initiatives require a very engaged employee base for the company to successfully execute them. This makes NTHC the ideal organisation for the assessment of the role and impact of internal communication on employee engagement in order to achieve their set objectives as outlined.

1.2 Statement of the Problem

Effective internal communications is commonly understood by practitioners to improve employee engagement and therefore add significant value to organisations' productivity. As noted in Quirke (2008:5), "traditionally, internal communications has focused on the announcement of management conclusions and the packaging of management thinking into messages for mass distribution to the 'troops'". According to Carriere & Borque (2009), communication satisfaction is related to job satisfaction and organisational performance.

Vance (2006) observed that organisations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Though different organisations define engagement differently, some common themes emerge. These themes include employees' satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table.

The greater an employee's engagement, the more likely he or she is to "go the extra mile" and deliver excellent on-the-job performance. In addition, engaged employees may be more likely to commit to staying with their current organisation. Clearly, engagement and commitment can potentially translate into valuable business results for an organisation (Vance, 2006).

From the foregoing, it is evident that communication gaps can be devastating for any business in today's competitive and fast paced environment. Indeed, the role of effective internal communication has become apparent as organisations evaluate employee engagement and organisational performance.

Most organisations appear to be less committed to providing a work environment that focuses on improving internal communication. The focus is on increased performance and profitability of the firm at the expense of employee engagement - a key driver of sustained profitability. Given the critical role that employees play in the realization of the set objectives at NTHC, it is important to identify the conditions that contribute to their commitment to the organisation. But no previous

research has studied employee engagement and internal communication at NTHC. This gap in knowledge thus necessitated the study, which seeks to answer the following research questions: what internal communication arrangements are available at NTHC and how do these strategies impact on employee engagement at NTHC? This requires an audit of the internal communication arrangement that the organisation has put in place.

1.3 Objectives of the Study

The general objective of the study is to explore the role of internal communication in improving employee engagement at NTHC. More specifically, the study aims to:

1. Identify and explore the existing channels of internal communication within NTHC.
2. Examine the level of employee engagement existing at NTHC.
3. Determine the extent to which the internal communication arrangements at NTHC impact on employee engagement.
4. Examine the major setbacks to the implementation of internal communication programmes at NTHC.

1.4 Research Questions

Based on the objectives of the study as set out above, the following research questions are formulated to guide data collection and analysis:

1. What are the channels of internal communication currently existing within NTHC and their roles?
2. What is the level of employee engagement at NTHC?

3. To what extent do internal communication arrangements at NTHC impact on employee engagement in the organisation?
4. What factors inhibit the implementation of internal communication programmes at NTHC?

1.5 Significance of the Study

The study is significant in many respects:

1. The study would add to existing knowledge on the concepts of internal communication and employee engagement through an empirical case study of the relationship between the two concepts.
2. It is hoped that the findings of the study guide policy formulation within organisations, most especially NTHC, regarding internal communication arrangements.
3. Again, findings from the research will benefit society at large, regarding the relationship between internal communication and employee engagement.
4. This study will also fill the gap in literature as well as serve as a useful material for further studies.

1.6 Scope and Limitations of the Study

The study uses NTHC Limited as a case to understand the impact of internal communication on employee engagement. This implies that the scope of the study is limited to the particular case under study, which is the NTHC Limited. The population and sample size also do not provide enough grounds for the possible generalization of findings among all organisations in the country.

1.7 Organisation of the Study

The study is categorized into five chapters. Chapter one comprises the background of the study and research problem, research objectives, research questions, significance of the research and the organisation of chapters. A literature review of internal communication, employee engagement, and a summary of both is presented in chapter 2. Chapter three captures the research methodology adopted. The fourth chapter focuses on the results and discussion of findings. Finally, chapter 5 closes the study with further discussion of the results, a summary of key findings and the implications of the findings to research, practice and policy.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The study assesses the role and impact of internal communication on employee engagement at the National Trust Holding Company (NTHC) Ltd. This chapter contains an overview of internal communications and employee engagement in organisations. It then discusses related studies on the key variables of internal communications and employee engagement in organisational settings, noting the various gaps in the reviewed literature that this study seeks to fill. A theoretical framework was also built for the study using the organisational culture approach.

2.1 Overview of Internal Communication

Internal communication is a subset of effective business communication, which is built around this simple foundation: communication is a dialogue, not a monologue. In fact, communication is a dual listening process. Internal Communication, in a business context, is therefore the dialogic process between employees and employer, and employees and employees.

An important role of strategic internal communication is to generate “buy-in” for an organisation’s goals and strategies. No matter how brilliant the business strategy is, it must reach and win employees to achieve optimum effectiveness. Employees want to know where their organisation is headed and how they contribute to achieving the vision (Moorcroft, 2003). Employees need a “core story” that consistently puts strategy into the context of the mission and values of the

organisation (Sanchez, 2004). The increasing complex and competitive business environment has led to greater pressure on employees and greater need for internal communications. However, the nature and role of communications are seldom the focus of research or discussion because they are taken to be self-explanatory (e.g., Fiske, 1990; Tourish & Hargie, 2004b). In fact, the role of communication within organisations is far from clear, and the large array of academic terms in usage has made it difficult to establish 'common cognitive ground' (Nonaka & Takeuchi, 1995, p. 14).

Communication can be defined in many ways, but here it is interpreted according to Fiske (1990) as interaction through messages. Depending on one's background, i.e. corporate, management or organisational communication, the definitions for internal communications also vary accordingly. For example, within the domain of business communication, Bovée & Thill (2000:7) define internal communications simply as "the exchange of information and ideas within an organisation." However, Argenti (2003) contends from the corporate communications perspective that internal communications is about creating an atmosphere of respect for all employees, and that communication should ideally come directly from one manager to the next and from supervisor to employee. He further asserts that due to the large and complex nature of companies, personal managerial communication is no longer feasible; hence the increasing need for the formal internal communications function. Internal communication involves four directions of information exchange; downward, upward, horizontal and diagonal.

Downward communication involves managers communicating with employees they supervise. Upward communication involves employees communicating with their superiors. Horizontal communication involves communication among employees at the same level of hierarchy in the

organisation, and diagonal communication takes place between departments at different levels in the organisation (Folklerts *et al*, 1998).

2.2 Overview of Employee Engagement

One of the first challenges presented by the literature is the lack of a universal definition of employee engagement. Kahn (1990:694) defines employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. The cognitive aspect of employee engagement concerns employees’ beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role.

The second related construct to engagement in organisational behavior is the notion of ‘flow’ advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines ‘flow’ as the “holistic sensation” that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State, little conscious control is necessary for their actions. Employee engagement is thus the level of commitment and involvement an employee has towards their organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve

performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus Employee engagement is a barometer that determines the association of a person with the organisation.

Most often, employee engagement has been defined as emotional and intellectual commitment to the organisation (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank *et al* 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss *et al* (2006) define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions.

The existence of different definitions makes the state of knowledge of employee engagement difficult to determine as each study examines employee engagement under a different protocol. In addition, unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working (Ferguson, 2007). This highlights the problems of comparability caused by differences in definition.

Furthermore, whilst it is acknowledged that employee engagement has been defined in many different ways, it is also argued the definitions often sound similar to other better known and established constructs such as 'organisational commitment' and 'organisational citizenship

behaviour' (OCB) (Robinson *et al* 2004). Thus Robinson *et al* (2004) defined engagement as 'one step up from commitment'. As a result, employee engagement has the appearance of being yet another trend, or what some might call "old wine in a new bottle"

Employee engagement has its roots in classic work done in employee motivation, in the form of intrinsic motivation. Bateman and Grant (2003) argue that intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforcers. Although Deming (1993) placed great weight on the value system, he also acknowledged the vital role of intrinsic motivation and the need to engage workers in their work. It would appear that employee engagement is strongly linked to the work of classic motivation theorists and researchers.

Konrad (2006) in his work of conceptualization of engagement stated that self and role exist in some dynamic, negotiable relation in which a person both drives personal energies into role behaviours and displays the self within the role. He further said that such engagement serves to fulfill the human spirit at work. Alternatively, disengagement is viewed as the defending of oneself during role performances. Hulme (2006) put forth that such unemployment of the self in one's role is considered as robotic or apathetic behaviour. Employee engagement focuses on how the psychological experiences of work and work contexts shape the process of people presenting and absenting themselves during task performances.

Konrad (2006) goes on to suggest that employees experience dimensions of personal engagement (or disengagement) during daily task performances. Engagement occurs when one is cognitively vigilant and/or emotionally connected to others. In other words, employees who know what is

expected of them, who form strong relationships with co-workers and managers, or how in other ways experience meaning in their work, are engaged. Disengaged employees, on the other hand, disconnect themselves from work roles and withdraw cognitively and emotionally. Disengaged employees display incomplete role performances and task behaviours become effortless, automatic or robotic (Hochschild, 1983).

Overall, research has found that employee engagement is on the decline and there is a deepening disengagement among employees today (Bates 2004 and Richman 2006). A study by the Gallup organisation based on a large sample of the UK workforce (Buckingham 2001), identified three discrete groups of employees; engaged employees, non-engaged employees and actively disengaged employees. The findings indicated the majority (63 per cent) of employees fell into the 'non-engaged employees' category. These employees were characterised as being productive in the sense of doing what was asked of them but were not psychologically bonded to the organisation. Furthermore, employees in this category were instrumentally motivated; they could be tempted by job vacancies elsewhere and were responsive to financial incentives, but cynical about higher-order appeals to loyalty. Of the sample, 17 per cent fell into the 'engaged employees' category; these employees were characterised as being loyal, committed, productive and task-effective. Actively disengaged employees formed the remaining 20 per cent of the sample and comprised employees who were physically present, but psychologically absent. These employees demonstrated behaviours and attitudes that were negative, uncooperative and even hostile. Clearly, these findings show that there is scope for employers to engage in positive management actions to raise engagement levels in their workforce.

According to Buckingham (2001:37) such employees were “intent on sharing with colleagues the many reasons for which they believe their organisation is such a rotten place to work”. The study also found that the longer employees remained with an organisation, the more disengaged they became. Similarly, researchers at Gallup (Brim 2002) and Truss *et al* (2006) identified an inverse relationship between employee engagement, or the degree to which a worker is fulfilled by his or her job, and the length of service. According to Brim (2002) such evidence indicates that for most employees, the first year on the job is their best and thereafter it is ‘downhill’. One challenge for employers is to find ways of renewing employees’ engagement levels through the duration of their employment.

Clearly, the inverse relationship between engagement and length of service suggests a disconnection between how organisations intend to treat their workers and how workers feel about their jobs. Brim (2002) argues that instead of making the most of the strengths of employees, organisations continually remind employees of their shortcomings through training programmes that focus on fixing an employee’s weaknesses, which in turn can lead to a disengaged workforce.

According to Robinson (2006), employee engagement can be achieved through the creation of an organisational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organisational performance, lower employee turnover and better health. West (2005) argues that when individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope

more effectively and be less defensive in the workplace. Emotions can also be related to wellbeing (Robinson 2006).

Perhaps some of the clearest evidence on wellbeing and employee health is evident in the research of the Roffey Park Institute (RPI). The RPI shares the belief of various authors who suggest a potential causal relationship between a more holistic approach to management, one that takes account of emotions and people's deeper needs, and improved business performance. Cooper (1997) argues that research shows that if emotions are properly managed rather than shut out at work, they can drive trust, loyalty and commitment and great productivity gains by individuals, teams and organisations.

Similarly, Heimer (1999) argues that innovation, increased profitability, good decision-making and effective performance are brought about by managed emotions (Holbeche and Springett 2003). Other studies have found clear links between work lives in individual health (Crabtree, 2005). The importance of wellbeing is further reinforced by researchers at Towers Perrin (2003) who found that the most important driver of engagement was senior management's interest in employee wellbeing.

However, only 42 percent of respondents agreed that their senior management showed an interest in this. Job categories that were more likely to be physically demanding, such as service workers, skilled tradesmen, semi-skilled workers and labourers, were isolated to enable a comparison to be made between physically demanding and non-physically demanding roles. Interestingly, the

isolation of the categories yielded little difference, 43 per cent of workers in physically demanding roles stated their day-to-day jobs affect their physical health positively, as did 43 per cent of those more likely to have desk jobs.

2.3 Review of Related Studies

Chang et al (2000) examined perceptions of three communication channels. Written, interpersonal and e-mail in a new organisation from the receivers' point of view for three functional groupings. The findings indicated that in spite of the argument for the ability of electronic mail and other mediated communication to mask differences and promote the free flow of ideas and information in organisations, interpersonal communication channels were the preferred standard for the organisation. The authors concluded that the findings underpinned the thrust of a social presence perspective, which explains the degree to which a channel approximated the personal characteristics of face-to-face interaction. Herzberg, (1966) suggested that job satisfaction was greatly influenced by employee's perceptions of achievement, recognition, attraction of the work itself, responsibility, and advancement.

A study by Byrne and LeMay (2006), also examined the satisfaction in and perceived quality of information about one's job, business unit, and company, as well as perceived quality of urgent news (i.e., news about changes in business and generally considered legally sensitive material), communicated via different media (categorized as rich and lean media). Results from 598 fulltime employees revealed that the strategy involving the rich media (e.g. face-to-face) was most related to satisfaction in information about one's job and business unit and in perceived quality of

information from the supervisor; lean media (e.g. company newsletter) was most related to satisfaction in and quality of information from top management, while moderate media (e.g. e-mail) was only significantly related to perceived quality of urgent news. Trust in top management was positively related to satisfaction in and quality of information shared by management. Lean media most strongly related to quality of urgent news, over and above rich communication. The results of the study showed that employees derived most of their satisfaction with the information they received about their job from the rich communication channels such as face-to-face meetings with their bosses, phone conversations, and departmental meetings. Lean communication mechanisms such as the quarterly meetings, the employee newsletters, or written memos and notices contributed a small addition to their satisfaction level in information about their jobs. Email and the intranet (moderate communication mechanism) contributed nothing in addition to the rich and lean media. Similar results were shown for satisfaction with information about the business units. When employees were considering their satisfaction with information that was directly relevant to them, it seemed that the data supplied by the cues of rich communication were important.

On the other hand, when the information was about the company, employees were much satisfied with it being delivered via lean communication media such as the newsletters as compared to the rich media such as face-to-face. These findings seemed to contradict the notion of management who were satisfied with face-to-face communication. As suggested by media richness theory, however, their results may be because company information did not immediately affect individual employees and thus they felt more removed from this information. Hence, they preferred that it be

delivered via lean media so that they could attend to it when convenient and have the data in writing to refer to more than once.

This kind of communication (memos, newsletters, company-wide meetings) requires little interaction and exchange on the part of the employee; it usually involves learning about the company rather than discussing a critical decision that has an effect on the company. Thus, when receiving information that was not directly relevant to them, employees did not need the additional data supplied by visual cues, such as facial expressions, to be satisfied.

The practical implications of the findings suggest that organisations may use the lean medium for sharing information about the company to the satisfaction of employees. Supervisors should share job relevant information with employees in one-on-one meetings or via the phone, since communication of job related information via a rich medium was more highly related to satisfaction in the information than when it was shared via a lean medium. Information from top management was perceived as accurate, timely, and useful (i.e., quality) when delivered via a lean communication medium, thus top management need not worry about having to meet everyone in person to ensure their messages were perceived with high quality.

Perry (2007) in a study of the Australian zoo sought to explore how common elements and components such as an organisation's culture, vision, mission, hierarchical structures and strategic goals were communicated within the organisation. Using a single case study, the research was

conducted to explore and understand internal communication as they applied to zoological parks and aquaria.

In the research, Perry (2007) utilized in-depth semi structured interviews and a highly interactive exploratory approach from (Newman, 2003) with the help of interview guides to identify how much the staff knew about their organisations' missions, policies and management processes. And to access the communication strategies and media used to inform, consult and engage staff. After collecting twenty one interviews from senior management, middle management, supervisory employees and employees with no supervisory role, the researcher found out from issues raised by informants that, power and authority were dealt with only briefly.

It was observed from the research that according to Perry (2007) the use of email was acknowledged in both the literature and the data as being an important means of communication within organisations and yet the data from this research identified some significant flaws that prevented all employees from benefiting from accessing information and communicating via this media. Increasing access and resolving technical difficulties were ways in which the informants identified that communication competence could be increased to encourage improvements to information flow up, down and across the organisation.

The data identified that most of the informants perceived there to be little or no consultation and the majority of non-supervisory informants indicated that they had received no information at all on the strategic goals. This key point contrasts with responses from senior management informants who indicated that employees were provided information about the review and development of

new visions, mission and strategic goals and that all employees were offered opportunities to be included in these discussions. The research identified that focus groups were convened to discuss these matters; however it was also revealed that many of the focus groups were of selected key employees. The intent by senior management for these key employees to further communicate down the line to their employees was identified by senior management as an expectation of their role in the focus groups.

The case study data identified that the knowledge of the zoo's vision, mission strategic statements and goals were poorly assimilated, and that the vision and mission statements were confused with the core pillars and roles of zoos by all middle management and non-supervisory informants. Additionally, the expression of the zoo vision, mission strategic statements and goals by the majority of informants was varied and often expressed in very generic terms, although some informants were able to support their comments using examples drawn from the zoo programmes and activities. The lack of knowledge of the vision and mission statements and the inability to express them clearly was evident in both management and non-management employees, implying that the ability to communicate and transfer knowledge through the structure by the leaders was effective.

The researcher after conducting these interviews understood the significant and complex role communication played in organisations, employee engagement and in organisational effectiveness. The results of this research reported on significant failings in components of organisational behaviour. The results did not report extensively on organisational and individual behaviours that for the most part were working well, for to do so was considered to be

counterproductive to identifying the significant opportunities to improve internal communication and organisational effectiveness.

Chong (2007) also studied the role of internal communication and training in infusing corporate values and delivering brand promise in Singapore airlines. This study examined the internal communication and training functions at Singapore Airlines –one of the world’s best international airlines – and how it was used strategically to enable cabin crew and ground staff to live its corporate values and consistently deliver on its brand promise of being ‘a great way to fly’. It showed that internal communication and training should be treated as the ‘ first frontier ’ in the battle for the customer: when it was founded on strong corporate values, internal communication and training could help transform key employees such as cabin crew into ‘walking embodiments ’ of the core values, and key touch points into opportunities for fulfilling the brand promise.

This study was conducted from May to July 2006 and involved face-to-face interviews with senior managers of SIA’s People Networks and Cabin Crew Training departments. In addition, the researcher observed the proceedings of a course (called ‘The Magic of SOAR’) conducted by the Cabin Crew Training department for cabin crew trainees. These interviews and observations were supplemented with analysis of corporate presentations, SIA’s website and corporate publications as well as conversations with cabin crew trainees at the SIA Training School in July 2006. The grounded theory method (Glaser and Straus, 1967) was used in analysing the interviews, observations and communication materials. The communication structure showed that the employee communication function resided within the People Networks department, which in turn

reported to the Senior Vice-President of Human Resources, who was a member of the management committee that made the executive decisions for the company.

The People Networks department focused on building and maintaining strong relationships among management and employees by communicating the company's mission, core values and strategic directions through a comprehensive and integrated communication network that comprised print materials, online communication channels, face-to-face meetings, bond-building extra-curricular activities and the organisational climate survey. The study also showed that SIA had channels that were tailored to the specific communication needs of its very important cabin crew members and pilots.

The study again found out that what made SIA stand out was the number of face-to-face communication channels they employed. Meetings and road shows enabled employees to engage management directly and were tailored to the communication needs of different employee groups. This paper showed how internal communication and training enabled SIA to consistently deliver on its brand promise to become the world's most successful international airline. Unlike most studies to date, which have focused on the influence of external communication on the corporate image and brand, this paper showed the strategic role internal communication can play in an organisation – especially when it is founded on the organisation's core values and intertwined with a training program that borders on zealotry (Chong, 2007).

White et al (2010) also examined how employees of a multi-campus university viewed information flow from top administrators in positions of personal influence, employees' communication

preferences (amount, channels, types of information), their sense of community within the organisation, and the relationship between those perceptions and their willingness to advocate for the university. The study found through 147 open-ended interviews with employees that the personal influence of the chancellor and top administrators had an effect on information satisfaction. Employees who had a relationship with the chancellor were more satisfied with the information they received and felt a greater responsibility to advocate for the organisation. Even the perception of a relationship with top administrators led to satisfaction. The direction and dimension of internal communication, as well as the channel dimension were important. Although e-mail was efficient for information exchange, the preferences for communication among all groups of employees were face-to-face, interpersonal and dialogic interactions.

From the study, the respondents acknowledged that information flowed in a hierarchical, top-down pattern from the chancellor and top administrators to other levels of the organisation. However, at all levels of the organisation, there was evidence that employees wanted to receive information as directly as possible from the chancellor. More importantly, direct dissemination from the top was perceived to reduce uneven distribution of information and increase credibility of information because employees at all levels recognised that the top-down flow of information created bottlenecks at different levels of supervision and makes getting consistent information to all levels of the organisation difficult. In addition to the problem of uneven distribution, the study found concern that information from top managers was often filtered, and sometimes distorted, as it was relayed through the layers of bureaucracy. Information was likely to get changed at each level as it came down to employees. By the time it got to the employees, they did not have all the information, or the whole truth, so people were confused about what was said. They felt the lack

of face to face interaction did not foster a good sense of community among the workers. It was also found that top administrators, not surprisingly, believed that they received sufficient information and were satisfied with the information flow. Of course, they had constant access to the chancellor, as well as access to privileged sources of information.

However, although they acknowledge their position at the top of the information system, they were aware that others in the organisation may not be as well-informed. The administrators also admitted that they often did not have a clear sense of what was common knowledge among employees and what pieces of information needed to be conveyed. They also admitted that they did not always know what happened to information after it reached the next level below them. Information voids were created when supervisors assumed that employees had already been informed through other channels.

With the exception of employees who received information from variety of sources, employees in position at top, middle and bottom of the organisation believed they received insufficient information about the organisation. They concluded that interpersonal communication was found to be perceived as more trustworthy. The desire for face-to-face communication was consistent with the findings of Stein (2006). Both her study and this study found that communication-rich channels effectively fostered a sense of community and that employees sought a sense of community at some level in the organisation. Hearing information first-hand gave employees a sense of importance. Even e-mail messages received directly from the chancellor's computer were valued more than the same e-mail forwarded through the organisational hierarchy.

It is worth noting that, there is paucity of literature on the relationship between internal communication and employee engagement. Much of the studies in the field have been centered on internal communication and the general concept of organisational culture. This study is therefore aimed at studying how internal communications impact specifically on engagement of employees of the NTHC Ltd.

2.4 Cultural Approach to Organisations

The Cultural Approach to Organisation theory by Geertz and Pacanowsky (1973) had been adopted to examine the various components that form the basis of this research. Internal communication is embedded in this theory as Geertz and Pacanowsky (1973) describe organisations as having their own culture, where meanings of things are shared through an understandable means of communication. This means that any given organisation has a particular culture in which the meanings for things are shared between individuals.

Geertz and Pacanowsky (1973) discuss that managers and their chains of command can affect the way communication is passed. There is a pyramid form of communication where the information trickles down in a formal method with little to no horizontal passage at all. Then there is a lattice form of passing information where there are many lines both vertical and diagonal lines of communication in the company or culture, this is thought of as a more informal way of communicating.

This symbolic interactionist approach is influenced by the East, and Japanese companies that have moved into the West. The environment that surrounds each company is called the corporate culture and consists of the organisation's image, character, and climate. The culture is learned through the use of stories (or metaphors) used to convey the messages the corporation wants to share with its employees.

There are three types of stories told: Corporate stories, which is information that the management shares with the employees; there are also Personal stories, which include personal accounts of employees which they share with each other to help define who they are within the organisation; finally there are Collegial stories, which are stories (positive or negative) that employees within an organisation tell about each other. Using the scientific method of ethnography, we can learn to understand the rituals of a given culture of an organisation.

The life-like origin of this theory reminds us that we are all from the same earth, giving and receiving of it mutually. The cultural approach takes a humanistic look at what goes on inside the workplace. The particular culture will determine how communication within the organisation is structured to suit the working conditions of the particular organisation (Geertz & Pacanowsky, 1973).

Just as any other organisation, NTHC Ltd has a culture where meaning is shared and understood through specific modes of communication. This culture helps them grow together as a company with one goal of achieving success. With this study concentrated on internal communication

strategies in the organisation, the theory helped to identify the strategies through which information was passed from managers to employees, amongst employees and about employees.

Organisational culture is important in determining what message can be credibly presented, thereby impacting communication strategy. Corporate communications must reflect genuine actions, practices and commitment to ethics. Over the long run, significant discrepancies between the message and corporate activities will be discovered and publicised, frequently leading to adverse business results. Therefore, it is important to align an organisation's culture with the image it is trying to present to outsiders.

Geertz and Pacanowsky's (1973) cultural approach to organisations theory discuss that, understanding a company's culture is important when communicating with employees, particularly when change is involved. The same way a good communication strategy as discussed by Randy Ryerson (2003) can also be used to create and reinforce desirable organisational cultures. Some of the most successful companies and corporations create a workforce that understands the mission, goals, values and procedures of the organisation.

Communications within a company must consider culture since the credibility of the message is dependent on what is communicated by the internal publics. A culture that is likely to be highly receptive to the message of change requires a completely different communication strategy than a culture that will be skeptical and even resistant to a message of change. The message and media choices will be made most effectively when culture is considered.

The intent of creating such cultures among workers of NTHC Ltd was not to dominate or control employees, but to aim them at a set of common goals on which they could act every day. Thus when there was effective internal communication and workers were well informed about the company's goals and mission; it brought coherence to the workplace, and allowed better coordinated action. By clearing up ambiguity about the whats, hows, and whys, the common culture permits employees to act with empowerment.

The staff of NTHC Ltd were no exception as far as common culture in the organisation is concerned. As a Ghanaian financial institution, they had their own culture where meanings of things were shared. When the staff understood the basic values and purposes of an organisation, it provided them the opportunity to make decisions that fell within such parameters.

Simply put, if we want to create a workplace that is populated by people who are working towards the same goals, and by the same rules, internal communication, in its broadest sense, is the key to achieving that. It would not happen unless workers are proactive in their communication and coordinate their efforts, so they can convey consistent, combatable messages (Bacal, 2005).

Geertz and Pacanowsky (1973) talk about three types of stories told in the organisation which are told through certain outlined strategies developed by each organisation. These help determine what should be communicated to staff, when it should be communicated and how it should be communicated. It is for these reasons that communication strategies are developed to make it possible for these stories to be communicated.

The details of how one plans for internal communication to create a coherent culture will vary depending on a number of factors, one of the most important being the size/level of the organisation being looked at. In a company such as NTHC Ltd., internal communication strategies need to include many players such as a communications team, senior executives, and managers. It must view the company as one culture for meanings to be shared effectively.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methods employed in the collection, treatment and analysis of data for the study. Specifically, the research design, research population, sample, sampling techniques, types and sources of data, data collection instruments, data collection procedures, and treatment, presentation and analysis of data.

3.1 Research Design

The study was mainly exploratory. As a result, a case study strategy was suitable for this work. In this study, a single case study organization was chosen. This is because a single case study 'represents the critical case in testing a well-formulated theory' (Yin, 2003 cited by Saunders et al., 2009).

The study also adopted the mixed method approach in gathering and analyzing data. This design involves a combination of both qualitative and quantitative approaches in data collection and analysis. Since the ultimate objective of the study is to understand the internal communication practices of NTHC and how these strategies impact on employee engagement, the researcher used both approaches.

Qualitative research was appropriate for purposes of the study because, as pointed out by Merriam (1998:6), it "can reveal how all parts work together and form a whole". Qualitative research is conducted to create understanding, description, discovery, and meaning of concepts (Merriam, 1998). The qualitative method was useful for interpreting and understanding, as in-depth interviews

are optimal for collecting data on individuals' personal histories, perspectives and experiences, particularly when sensitive topics are being explored (Wimmer & Dominick, 2003).

According to Baxter and Babbie (2004), the quantitative method has advantages and weaknesses. By standardizing the survey, the researcher risks "fitting round pegs into square holes" by developing general questions relevant to all respondents rather than questions most relevant to each given respondent (p. 199). In addition, survey research can be inflexible at times when the researcher is constrained to the original design throughout the study.

The advantages of the survey method however, outweigh its disadvantages. The self-administered survey in particular, allows the researcher to gather large samples. The survey method also allows for flexibility in analysis given that many questions are asked about one particular topic. In addition, there is strength in measurement given the standardized questions (2004, p. 199).

However, both the quantitative and qualitative methods were used in collecting data from both Management and Staff. These methods focused on understanding phenomena, and answering questions by analyzing and making sense of unstructured data.

3.2 Research Population

The population represents all the observation covered by the study. For the purpose of this research, the study population included all employees and managers of NTHC Limited across Ghana, classified according to the departments and businesses they belonged. This was important

because l'Etang (2005) has questioned the tendency for internal communication writers to treat employees as a single entity. NTHC has total staff strength of 350.

3.3 Sample and Sampling Techniques

Since researchers usually cannot make direct observations of every individual in the population of study, data is collected using a subset of individuals to make inferences about the entire population. This subset which forms the basis of the study is known as the sample. In order to achieve the objectives of this study, 100 employees and 6 management members of NTHC were sampled. Questionnaires were administered to the sampled employees across all businesses and branches of the Company.

Six management members were also interviewed in order to examine the internal communication arrangements of NTHC. These management staff comprised of two business heads in charge of two of NTHC's subsidiary companies; two branch managers; and two departmental heads. This spread was to ensure that the responses obtained from the interviews were representative enough.

Both probability and non-probability sampling techniques were used in the study. For purposes of selecting the management members of NTHC, the non-probability sampling technique, specifically purposive sampling, was used. Purposive sampling (also known as judgment sampling) is any procedure where a researcher consciously selects a sample that he considers to be most appropriate for the study (Wilson, 2003).

Wilson (2003) also asserts that judgment samples are particularly appropriate where the sample size for a research project is relatively small. This will better represent the mix of potential

respondents in the population. This technique enables the researcher to choose specifically the people who were most relevant for purposes of data gathering.

With regard to the survey of the other employees, a simple random technique was adopted. This technique is a probability sampling method which ensures that every member of the population has an equal chance of being selected. By this technique, decisions concerning the individuals to be included in the sample are out of the control of the researcher. The choice of this sampling technique was because the researcher wanted to have a heterogeneous sample, since all employees of NTHC Limited who constituted the population met the requirement to be respondents in the study.

Subsequently, as many employees as possible were contacted from all branches, departments and businesses of the Company. Questionnaires were then either emailed or self-administered to interested participants, who were later followed up for the submission of completed questionnaires. With time constraints and a more accurate subject, the costs for carrying out the sampling project were greatly reduced and it also became less time consuming. Once every member was given the chance, it was hoped that the sample to be selected would be fairly representative. It was also hoped that this would promote generalization of results over the entire population.

3.4 Types and Sources of Data

Two types of data were used for the research. Data for the study was gathered from two main sources namely primary and secondary data. Secondary data are the type of documented data collected for purposes other than this study. The primary source was made up of the respondents;

management and employees of NTHC. On the other hand, the secondary source was made up of documents such as journals, reports, magazines, newspaper reports, web articles, staff memos, notices etc.

3.5 Data Collection Instrument(s)

Primary data was collected from the 100 sampled staff through questionnaires and semi-structured interviews. Questionnaires come in various forms such as structured non-disguised; structured disguised; non-structured non-disguised; and non-structured disguised questionnaires. They can also include either close-ended or open-ended questions or both.

For the purposes of this study, the researcher used the structured non-disguised questionnaire which included both open and close-ended questions to elicit responses from respondents. Questionnaires were used to collect data from employees for this study because questionnaires are very cost effective when compared to face-to-face interviews. It would have been practically daunting to travel to all regions of the country to conduct interviews for all the sampled staff. This made the use of questionnaires for them beneficial. This also allowed for flexibility in analysis given that many questions were asked about one particular topic. In addition, there is strength in measurement given the standardized questions (Baxter & Babbie, 2004).

Again, the researcher opted for questionnaires because they are easy to analyze. For instance, data entry and tabulation for nearly all surveys can be easily done with many computer software packages. It also reduces bias in the sense that, since there is uniform question presentation and no middle-man bias, the researcher's own opinions will not influence the respondent to answer

questions in a certain manner. There are no verbal or visual clues to influence the respondent. Questionnaires are less intrusive than telephone or face-to-face surveys.

Also, primary data for the management of NTHC was obtained through in-depth interviews with 6 selected management members of NTHC. This sample included Business, Branch and Department Heads (or their assistants) of all major businesses and departments of the company. These interviews were conducted with the assistance of interview guides. The interview guides contained draft structures of the questions to be asked the interviewees.

3.6 Data Collection Procedures

Before setting out to collect data, the researcher obtained permission from NTHC with the help of an introductory letter from the Ghana Institute of Journalism. After obtaining the necessary permission from the management of NTHC, the researcher contacted and debriefed potential respondents about the purpose of the research and the dates for data collection.

The researcher first conducted the survey of employees of NTHC, followed by in-depth interviews of the Management of the firm. After adequately debriefing employees and seeking their consent, the researcher administered the instruments on all selected respondents. The questionnaires were self-administered, since all respondents could read and write.

In order to ensure high reliability of the questionnaires, the researcher conducted a pre-test on five employees. These five employees were randomly selected from the Head Office of the Company.

Over all, participants indicated that the items and instructions on the questionnaire were easy to understand and that the process of administration was clear and effective.

3.7 Treatment, Presentation and Analysis of Data

To ensure that data collected was valid, it was edited to remove errors and irrelevant information. After editing, the questionnaires were then categorized and coded. The coded data was then entered into the Statistical Program for the Social Sciences (SPSS) software for analysis. The results of the analysis were then presented using descriptive tools such as tables, pie charts and histograms.

Data collected using in-depth interviews were transcribed and critically analyzed to enable the researcher come out with appropriate interpretations for the subject under study. The researcher also reviewed all the responses and grouped those that had related meaning and labels to capture the meanings reflected in the responses. When major differences were observed between the responses from management and employees; the data were presented differently, but when there were no major differences between the responses from both respondents, the data were presented jointly.

3.8 Ethical Considerations

In the administration, collection and analysis of data, the following ethical considerations were strictly adhered to by the researcher.

3.8.1 Informed Consent- In order not to violate the principle of informed consent, the researcher sought for the permission of respondents, either verbally or in writing, before being selected to take part in the research.

3.8.2 Confidentiality- The researcher adequately briefed selected respondents on the purpose of the study and assured them of the utmost confidentiality with which their information would be treated. They were assured that any private information provided would be solely for the purpose of research and academic work and would not to be revealed to any other party without their prior approval.

3.8.3 Freedom of Withdrawal- Selected respondents were also assured of the liberty to withdraw from participating in the research, at any time they so wished.

3.8.4 Avoided Plagiarism- Works of people which were used to buttress analysis and in the literature were duly acknowledged both in-text and in reference.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

The study collected data to examine the internal communication arrangements at NTHC and also measure the level of employee engagement. This chapter contains an analysis and discussion of the findings of the study. The results are presented using simple descriptive tools such as frequency tables and bar graphs for ease of understanding. Inferential statistical tools are also employed to determine the level of employee engagement within the NTHC Ltd. Also, the results of the qualitative interviews with six respondents are also transcribed and analysed based on the themes and objectives of the study.

4.1 Demographics of Survey Respondents

One hundred members of staff at NTHC were surveyed for the purposes of this study. The demographic details of these 100 respondents are presented in the following paragraphs.

4.1.1 Gender of Respondents

As pointed out in the earlier chapter, the study surveyed 100 employees of the NTHC Ltd. Out of this number, 66% were male and 34%, female. The gender distribution of respondents is shown in the Table 1.

Table 1: Gender of respondents (field data, 2017)

Gender	Frequency	Valid Percent
Male	66	66.0
Female	34	34.0
Total	100	100.0

4.1.2 Educational Level of Respondents

The table below shows the educational levels of sampled respondents. From the table, it can be seen that the largest number of employees of NTHC (54%) hold first degrees. This is followed by masters' degree holders, who constituted 24% of the survey. The rest of the respondents either had diploma qualifications (16%) or other professional certifications (6%).

Table 2: Educational level of respondents (field data, 2017)

Educational Level	Frequency	Valid Percent
Other Certificates	6	6.0
Diploma	16	16.0
Bachelor's degree	54	54.0
Masters' degree	24	24.0
Total	100	100.0

4.1.3 Number of years working at NTHC

Fifty per cent of sampled respondents indicated that they had been working at NTHC for 2-4 years now.

Table 3: Number of years working with NTHC (field data, 2017)

No. of years	Frequency	Valid Percent
0-1 year	18	18.0
2-4 years	50	50.0
5-7 years	14	14.0
8-10 years	14	14.0
11-13 years	4	4.0
Total	100	100.0

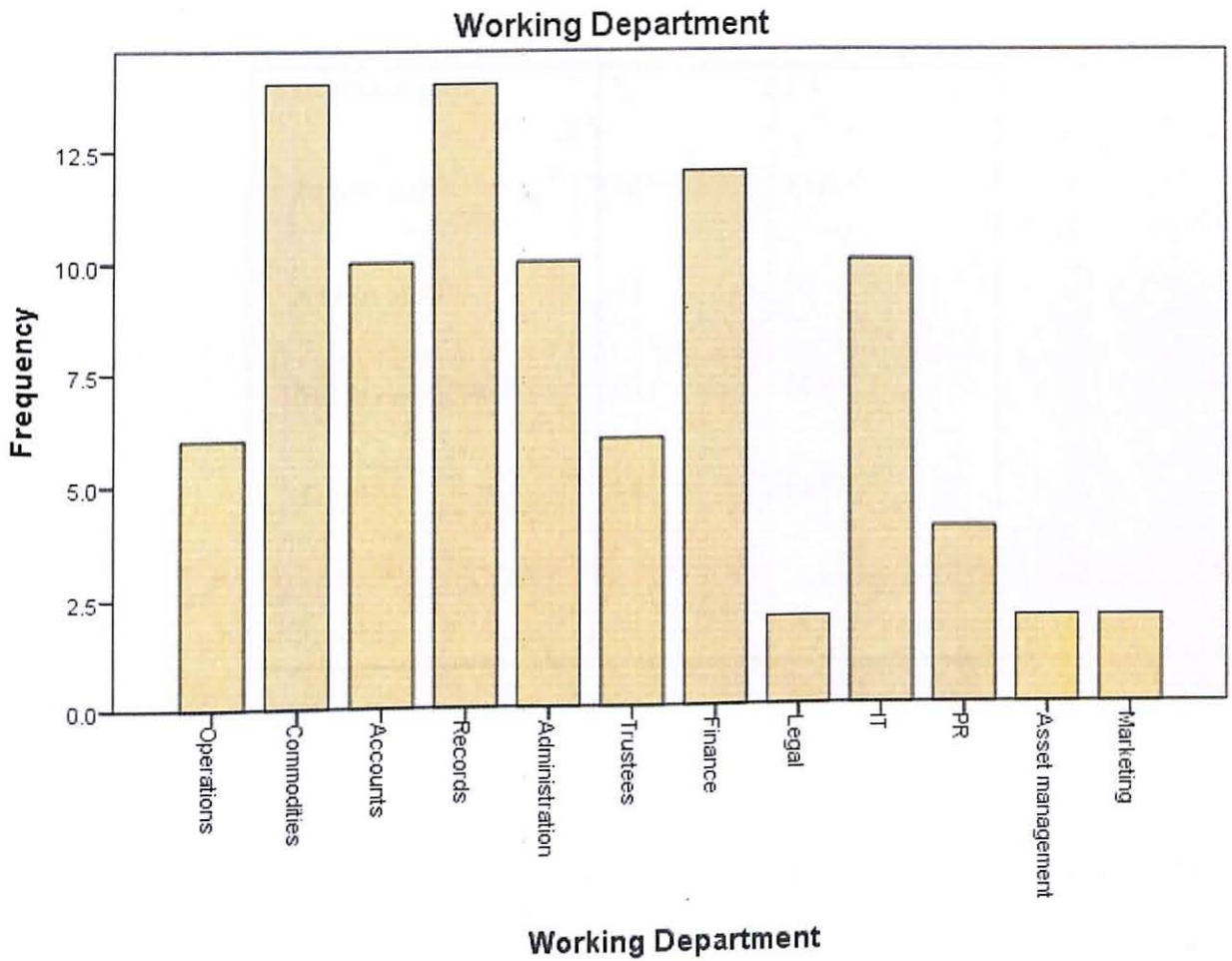
4.1.4 Working Department

Table 4 and Figure 1 show the departments from which respondents were sampled:

Table 4: Working Department (field data, 2017)

Department	Frequency	Valid Percent
Operations	6	6.5
Commodities	14	15.2
Accounts	10	10.9
Records	14	15.2
Administration	10	10.9
Trustees	6	6.5
Finance	12	13.0
Legal	2	2.2
IT	10	10.9
PRD	4	4.3
Asset Management	2	2.2
Marketing	2	2.2
Total	92	100.0

Fig 1: Bar Graph showing the working departments of respondents (field data, 2017)



4.1.5 Employment Status/Position at NTHC

Some 47.9% of sampled respondents were senior staff at NTHC. This is followed by junior staff, which constituted 34% of the sample, and supervisory staff (10%). There were also some 7.4% contract staff among the sample, as presented in Table 5.

Table 5: Employment Status/Position at NTHC (field data, 2017)

Status of staff	Frequency	Valid Percent
Contract staff	7	7.4
Junior staff	32	34.0
Senior staff	45	47.9
Supervisory staff	10	10.6
Total	94	100.0

4.2 Internal Communication within NTHC

This section of the analysis deals with the internal communication arrangements within NTHC. It covers the various communication channels within NTHC, their effectiveness, feedback arrangements, among others.

4.2.1 Importance of Internal Communication to NTHC

Respondents were asked whether they think internal communication is important to the operations of NTHC. Out of the 100 employees who responded to the question, an overwhelming number (97%) agreed that internal communication is very crucial to the operations of NTHC as seen in Table 6.

Table 6: Perception of importance of internal communication to NTHC (field data, 2017)

Response	Frequency	Valid Percent
Yes	97	97.0
No	3	3.0
Total	100	100.0

Those who answered 'yes' were asked why they thought internal communication is important to NTHC. They gave varied responses, key among them being:

- i. To be updated on everything going on in the company
- ii. To avoid grape vine
- iii. To create a good environment for team work
- iv. To help share ideas towards attainment of corporate goals
- v. Creates good working environment and promotes productivity
- vi. Helps employees know current trends within the organization and adopt strategies to improve upon business performance
- vii. To ensure the units work together efficiently
- viii. Improve workflow between subordinates and their supervisors

4.2.2 Internal Communication arrangements mostly used at NTHC

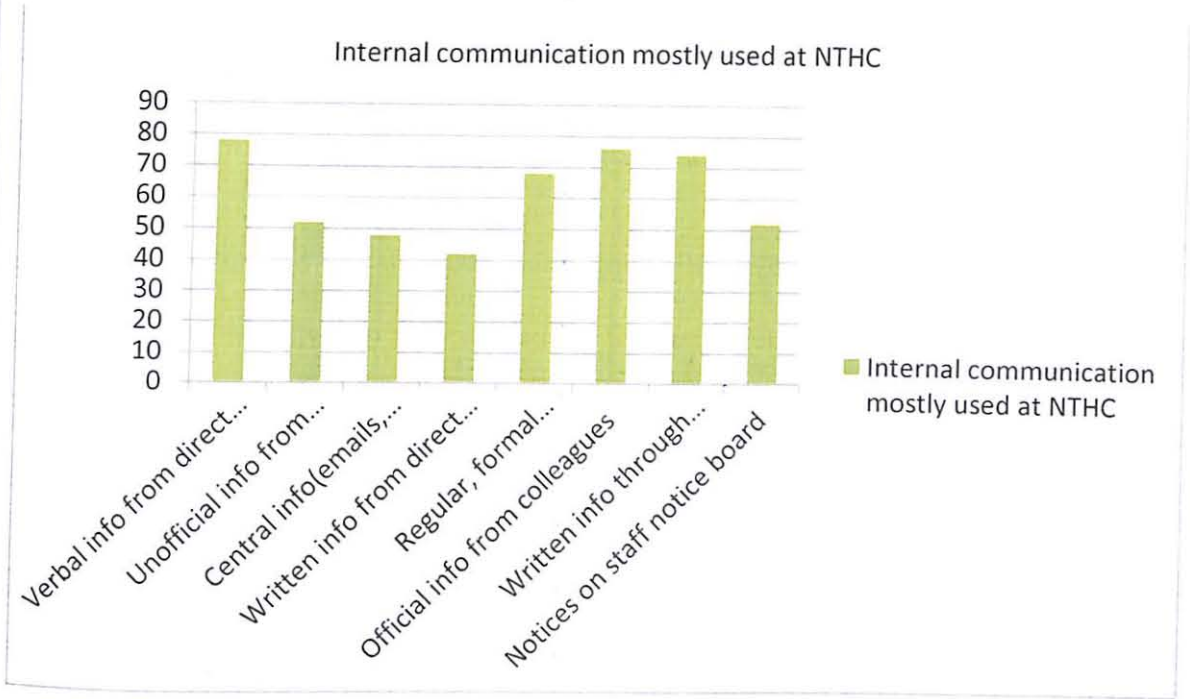
Survey respondents were asked to select from a set of communication channels which they think are mostly used at NTHC. The results of the survey show that the commonest channels of

communication within NTHC are verbal information from direct supervisors, written information through the corporate mail, official information from colleagues and formal meetings.

Table 7: Internal Communication channels at NTHC (field data, 2017)

Communication arrangement	Frequency	Valid Percent
Verbal information from direct supervisor	78	15.9
Unofficial information from colleagues	52	10.6
Central information: newsletters, emails	48	9.8
Written information from direct superior	42	8.6
Regular, formal meetings	68	13.9
Official information from colleague(s)	76	15.5
Written information through corporate mail	74	15.1
Notices on staff notice board	52	10.6
Total	490	100

Fig 2: Bar Graph showing internal communication mostly used at NTHC (field data, 2017)



In order to corroborate further, the study interviewed six management members of NTHC. The interview respondents were also asked about the communication channels mostly used in the following three categories of communication within NTHC:

- i. Communication between management members
- ii. Communication between management members and other employees and,
- iii. Communication between departments.

The interviews revealed that, notwithstanding the absence of a written communication policy, the communication between management members of NTHC occur mostly through technological means such as emails and telephones. According to one respondent:

“Information is shared by the use of internal memos, emails and in most cases by telephone. Where the communication is of a nature considered very

important and there is need to preserve record, the use of written memo is adopted”

One other respondent put it this way:

“It is mostly done through the use of emails, memos, meetings, telephone. However, the use of memos and emails are preferred for relaying very official information that will require future reference and possible review”.

For communication between managers/management and other employees, it was found through the study that it occurs mainly through emails, telephones, staff durbars (held once a month), meetings such as union meetings, departmental meetings and through memoranda conveyed to employees through the HR/Administration department. Also, it was disclosed that some managers operate an open door policy for interactions.

Inter departmental communication, as was found out, is mostly done through written memos and emails. This is to archive for future references. One of the respondents put it this way:

“Communication between departments is done formally through memorandum channelled through the departmental heads to subordinates. Also, meetings are held among departments when there are issues to be resolved etc. Communications amongst departments use methods such as the corporate mails, memos and sometimes through verbal instructions”.

Respondents were asked how well informed they were through the various means of communication they mentioned as existing at NTHC. Majority of them said they were very well

informed of developments in the company through the existing communication arrangements, as captured by a respondent:

“The various means of communication used by staff spell out the needed information to be sent out. This keeps staff informed about what currently pertains in the Company”.

4.2.3 Effectiveness of Communication Exchange within NTHC

Survey respondents were asked their perception of the effectiveness of the communication arrangements within NTHC. It is worth noting that none of the respondents thought the communication arrangements were ‘non effective’. However, some 4% thought the communication arrangements within NTHC were ‘barely effective’. More than 2/3 of the employees indicated that the communication arrangements were ‘effective’, with 1/5 of them saying it was ‘very effective’. This is shown in Table 8a below.

Table 8a: Effectiveness of communication exchange within NTHC (field data, 2017)

Effectiveness	Frequency	Valid Percent
Very effective	20	20.0
Effective	76	76.0
Barely effective	4	4.0
Total	100	100.0

Another level of analysis was done involving a cross tabulation of the employee status and their perception of the effectiveness of communication within NTHC. The results, as indicated in Table 8b below, show that all those who thought the communication exchange within NTHC was barely effective were senior staff members.

Table 8b: Cross tabulation of Status of employee and perception of effectiveness of communication exchange within NTHC (field data, 2017)

Staff Status/Position	Perception of communication effectiveness within NTHC			Total
	Very effective	Effective	Barely effective	
Contract staff	1	6	0	7
Junior staff	6	26	0	32
Senior staff	9	32	4	45
Supervisory staff	4	6	0	10
Total	20	70	4	94

The responses from management in the interview were equally unanimous in stating that the present communication arrangements in NTHC were effective. According to the respondents:

- i. “Communication within NTHC is effective, to the extent that the communication reaches every individual and the message is understandable.”
- ii. “It is quite effective because information exchange is mostly successful - information relayed is mostly received and feedback sent, albeit sometimes late.”
- iii. “It is effective to some extent; staff sometimes exhibit lukewarm approach when they are not directly affected by the communication”.
- iv. “It is effective to some extent, but sometimes, employees do not provide the needed feedback, or are late in doing so.”

4.2.4 Level of information of Respondents

Fifty per cent of respondents said they were ‘somewhat informed’ about developments within NTHC through the channels provided above. Another 41.8% said they were ‘very well informed’ about developments. Even though none of the respondents said they were uninformed about developments within NTHC, 8.2% of them, however, said they were ‘poorly informed’.

Table 9a: Level of information of respondents (field data, 2017)

Level of information	Frequency	Valid Percent
Very well informed	41	41.8
Somewhat informed	49	50.0
Poorly informed	8	8.2
Total	98	100.0

Table 9b: Cross tabulation of employee status and level of information

Staff status	Level of information			Total
	Very well informed	Somewhat informed	Poorly informed	
Contract staff	3	2	2	7
Junior staff	12	18	2	32
Senior staff	20	19	4	43
Supervisory staff	4	6	0	10
Total	39	45	8	92

4.2.5 Feedback within NTHC

Asked whether the atmosphere at NTHC was conducive for sending feedback to colleagues, about 91% of respondents thought it was conducive. However, some 9% of respondents were of the view that the atmosphere was not conducive for feedback.

Table 10a: Communication feedback (field data, 2017)

Response	Frequency	Valid Percent
Yes	87	90.6
No	9	9.4
Total	96	100.0

Table 10b: Employee status and perception of feedback at NTHC (field data, 2017)

Staff Position/Status	Are you allowed to send feedback?		Total
	Yes	No	
Contract staff	5	2	7
Junior staff	31	1	32
Senior staff	35	6	41
Supervisory staff	10	0	10
Total	81	9	90

On whether they were allowed to send feedback, most interview respondents stated that feedback was allowed and encouraged, especially through the medium in which the first information was sent. According to them, these channels include the corporate mail, memos and verbal discussions. Respondents, however, tried to distinguish between communications that require direct feedback and those that do not. According to one of them, feedback is allowed at NTHC.

He continues:

“...but not all communication requires feedback. For those that require feedback, staff are allowed to give feedback but in instances where no feedback is required, staff just acknowledge receipt of information, mostly through mail”.

Another respondent put it this way:

“It depends. Communications requiring feedback allow individuals to provide feedback usually within a specific timeframe. On the other hand, communications such as announcements giving general information about current developments do not elicit feedback”.

4.2.6 Overall rating of internal communication within NTHC

Overall, 46% of respondents thought the internal communication arrangements at NTHC were ‘very good’. This was followed by another 36% who believe the internal communication at NTHC was ‘good’. However, some 4% of respondents thought the internal communication arrangements within NTHC were ‘poor’.

Table 11a: Overall rating of internal communication within NTHC (field data, 2017)

Rating	Frequency	Valid Percent
Very Good	46	46.0
Good	36	36.0
Fair	14	14.0
Poor	4	4.0
Total	100	100.0

Table 11b: Cross tabulation of employee status and overall rating of communication within NTHC (field data, 2017)

Staff status	Overall rating of internal communication at NTHC				Total
	Very Good	Good	Fairly good	Poor	
Contract staff	3	2	2	0	7
Junior staff	16	12	4	0	32
Senior staff	19	14	8	4	45
Supervisory staff	6	4	0	0	10
Total	44	32	14	4	94

In order to appreciate better the internal communication arrangements within NTHC, the study also interviewed six management members of NTHC. The interviews conducted with the management members revealed that NTHC does not have a formal written communication policy. All interviewees, who occupy various management positions at NTHC, concurred that the organization did not have a written communication policy. One of the respondents stated:

“I am unaware of any policy document on communications, but I am fairly familiar with accepted practice and mode of communications within and without”.

Another respondent stated:

“Currently NTHC does not have any written policy on communications. The current mode of communication in the Company is as a result of practices over the period”.

The respondents also agreed that communication arrangements within the company were as a result of convention. One of the respondents put it thus:

“Communication arrangements are as a result of conventions. Situations brought about various types and communication arrangements. Then again, technology has also improved on communication delivery as the internet is heavily used now for most exchanges as against the previously used staff notices on notice boards. Not much of the notice boards are used at present due to the usefulness of corporate mails”.

Another respondent also stated that:

“The various communication arrangements in the Company are as a result of conventions over the period and this has been done through the HR/Administration Department to the various Departments”.

Another significant finding from the interview was the fact that NTHC does not carry out periodic communication audits. All respondents stated that, as far as they knew, the company does not carry out any formal communication audits. This is however not surprising, as the respondents had earlier indicated that the company did not have any formal written communications policy. It seems all internal communication arrangements are established out of convention.

In addition, the table below covers the responses of employees concerning various dimensions of internal communication. The results revealed that respondents generally agreed that they get timely and helpful feedback on their suggestions. Also, they generally feel empowered to execute their ideas and suggestions as a result of the environment and equally get instructions concerning outcomes on their work schedule. However, the ratings for statements such as “I consciously look out for opportunities of change and development on my schedule” and “I forward my ideas and suggestions to my supervisors on multiple channels” generally were poor. This implies that responses to those dimensions of the communication arrangements within NTHC leave much to be desired.

Table 12: Employee perceptions on internal communication outcomes within NTHC (field data, 2017)

Statement	N	Mean	Std. Deviation
I consciously look for opportunities of change and development on my schedule	98	2.47	1.364
On my work schedule, I get instructions concerning outcomes but not the method of execution	96	3.46	1.205
I forward my ideas and suggestions to my supervisors on multiple channels	98	2.40	.928
I get helpful and timely feedback on my suggestions	100	3.51	.882
I am empowered to execute my ideas and suggestions	100	3.49	.882

4.2.7 Major setbacks to communication and information exchange within NTHC

Survey respondents were asked to identify challenges to communication and information exchange within NTHC. According to them, the setbacks include:

- i. Delay in providing feedback on assignments/tasks done
- ii. Use of grapevine due to delay in dissemination of information
- iii. Lack of feedback

- iv. Lack of openness and candour
- v. Information delivery is sometimes late
- vi. Information exchange sometimes not timely
- vii. Refusal of some management staff to document very important business transactions
- viii. No regular meetings are held
- ix. Distortion of information through verbal medium
- x. Delay in transmission
- xi. No evaluation

These observations were to a large extent corroborated in the interviews with the management members. When asked what challenges they encounter during communication and information exchange within NTHC, the respondents identified the following as some of them:

1. Delay in responding to emails: The major challenge identified by most respondents is delay in email communications. Respondents stated that most employees do not check their emails regularly, thereby responding to critical mails late, mostly upon a prompt or sometimes no response at all. Here's how one respondent put it:

“The use of emails which is faster and considered more efficient is unfortunately not read early and thoroughly by recipients. People are often informed by telephone calls that an email has been sent to them. This defeats the purpose of email communications”.

2. Reliance on grapevine as against what management communicates to staff: Sometimes, lack of trust in the promises made by management causes employees to rely heavily on grapevine and excessive gossips.

3. Lack of openness and frankness on the part of some managers, thereby hampering open communication exchange among teams.
4. Information is given in bits, sometimes to the recipients which in turn creates doubts and anxiety.
5. Information is sometimes distorted; sometimes poorly written correspondence; lack of feedback on information sent out; lack of adult to adult communication exchanges.
6. Even if the message is read early enough and understood, the lack of response by recipients, which in most cases calls for reminders suggest that attention, is not paid to email messages.
7. Hoarding of information; information is useful when it is relevant and timely, sometimes information is adulterated in transmission as a result of the delay.
8. Victimization of employees who are candid about their plights at meetings.

When asked about the specific strategies that can be implemented to overcome the challenges identified above and promote effective internal communication within NTHC, respondents gave various suggestions. These include:

1. Employees are encouraged to customize their corporate emails on their mobile phones. With this, employees will not get to the office before reading their emails.
2. Employees are encouraged to regularly read their corporate mails to inform themselves with communications within and without.
3. Employees are encouraged to keep important dates and events in their diary
4. More adult-to-adult communication is recommended to ensure Management treats employees as partners rather than as subservient.

5. Team members implored to make it a habit to periodically check their mails so as to provide prompt feedback.
6. By respecting candid feedback from team members and incorporating their suggestions into all communication programmes.
7. A suggestion box approach, where staff are able to air their grievances or concerns without the fear of being victimized.
8. Dissemination of information at the earliest time; information is useful only when it is relevant and timely. This is to avoid maligning as it renders information less potent when finally delivered to the recipient who needs it for their various tasks.
9. Encouraging open communication, irrespective of participants.
10. Convening periodic meetings to inform team members, where need be.
11. Encouraging feedback from teams and departments, and also giving prompt feedback on all correspondence.
12. Making information timely and not delaying it unnecessarily.

4.3 Employee Engagement within NTHC

The study used 12 indicators of employee engagement developed by the Institute for Employment Studies, an independent, international and apolitical centre of research and consultancy in human resource issues. The responses from the 100 respondents were coded on a five-point Likert scale, with '5' representing "strongly agree" and '1', representing "strongly disagree". A reliability analysis of the data showed it is highly reliable (with an alpha score of 0.82). The mean scores of each indicator are calculated (as shown in Table 13) to understand the engagement level of respondents on each particular indicator. Also, an aggregate mean score of the twelve indicators

further revealed that the employees at NTHC are 'highly engaged'. A graphical presentation of the results of the individual employee engagement indicators is presented below:

Table 13: Employee Engagement within NTHC (field data, 2017)

Statement	N	Mean	Std. Deviation
I speak highly of NTHC to my friends	100	4.22	.629
I would be happy for my friends and family to use NTHC's products/services	100	4.20	.725
NTHC is known as a good employer	98	3.98	.688
NTHC has a good reputation generally	100	4.16	.581
I am proud to tell others I am a part of NTHC	100	4.21	.574
NTHC really inspires the very best in me in the performance of my duties	100	3.74	.787
I find that my values and those of NTHC are very similar	100	3.78	.629
I always do more than is actually required to help the company achieve its goals	100	4.43	.555
I try to keep abreast of current developments in my field of work	98	4.52	.502
I volunteer to do things outside of my job schedule towards the attainment of NTHC's objectives	100	4.33	.604
I frequently make suggestions to improve the work of the team I belong to	100	4.27	.529
Internal communication arrangements at NTHC promote engagement	100	3.97	.643

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

The main objective of this study was to assess the role and impact of internal communication in enhancing employee engagement at NTHÇ. This chapter contains a summary of key findings, recommendations of the study, limitations and suggestions for future studies, and conclusion.

5.1 Summary of Findings

The key findings of the study are presented below, based on the research objectives set out in the first chapter of the study.

- i. The study found that the commonest channels of communication within NTHC include verbal information from direct supervisors (verbal instructions), written information through the corporate mail, official information from colleagues (memos) and formal meetings.
- ii. NTHC does not have any formally written communication policy. The company's communication practices have been as a result of convention. Also, because the company does not have any written communication policy, it does not carry out periodic audits of its communication channels and practices.
- iii. Communication within NTHC was seen largely by employees as effective. From the survey and interviews, more than 2/3 of the employees indicated that the communication arrangements existing at NTHC were 'effective'. However, the

researcher found that four senior staff members of the company thought the communications arrangements were 'barely effective'. This is a significant development, considering the fact that these are senior staff members, who have been in the company for not less than four years.

- iv. Another key finding of the study is about the appreciation of feedback within the company. One out of every ten employees of NTHC thought that the atmosphere at NTHC was conducive for sending feedback to colleagues and superiors. This, definitely, is an encouraging development and must be commended. Overall, more than 80% of respondents believe that internal communication arrangements at NTHC were good. However, some 4% of respondents thought the internal communication arrangements within NTHC were poor, while 14% said it was fair.
- v. From the survey and interview results, the key challenges of internal communication identified within NTHC include delay in responding to emails; reliance on grapevine as against what management communicates to staff; lack of openness and frankness on the part of some managers, thereby hampering open communication exchange among teams; distortion of information; sometimes poorly written correspondence; lack of feedback on information sent out; lack of adult to adult communication exchanges; and hoarding of information.
- vi. Employee engagement at NTHC is commendably high. The study showed that majority of employees at NTHC are highly engaged per the responses obtained. However, some respondents indicated they were consciously looking for opportunities of change and development on their schedule, a key issue which could lead to some discontentment among employees.

5.2 Recommendations

Based on the findings of the study, the following key recommendations are made to guide internal communication policy at the NTHC Ltd:

- i. Internal communication within the company is generally effective, but it cannot be said to be efficient. Most respondents complain about delays in getting feedback, especially in communications through the mail. Others also complained about the widespread nature of grapevine communication within the company. It is therefore recommended that the company takes steps such as instituting an automation system that alerts workers on any new communication from the company's email database. The company should also put in place mechanisms to reduce the incidence of grapevine communication by encouraging transparency in its communications.
- ii. The management of NTHC should take steps to conduct a comprehensive communications audit of the company and draft a communication policy to guide the company's communication engagements.
- iii. Employee engagement thrives in an environment where employees' personal values are in sync with the organization, as well as transparency and integrity. NTHC should take remedial steps to respond to employee issues and challenges, and strategize to mitigate them so as to guarantee continued employment with the company considering the current competitive business environment. They should invest in information technology, such webinars and other cloud services with the aim of improving performance and engagement.

5.3 Recommendations for Further Research

The data for this study was collected from a mixed group of employees and managers working at NTHC Ltd in Ghana. Thus, the findings may not generalize to other financial institutions or business contexts. In this regard, replicating this study in different settings would be worthwhile to establish the validity and generalizability of the present findings across different contexts. The researcher also concedes that communication is not the only influencing factor in determining employee engagement. Therefore, it is suggested that the contributions of other psycho-social dimensions in determining employee engagement be investigated to provide more specific information about employee perceptions of the organizational environment and how those perceptions increase their engagement.

5.3 Conclusion

This study reviewed the impact of internal communication on employee engagement at the NTHC in Ghana. The respondents for the study comprised of employees in senior management, middle management and regular staff at NTHC. Sixty-six per cent of the respondents were males and the rest 34% being females.

The study concludes that internal communication has an impact on the level of engagement of employees. The study found that employee engagement within NTHC is high. It was also found that the internal communication arrangements within the organization were generally effective, but face certain challenges, including delay in response to corporate emails; reliance on grapevine information and lack of openness, thereby hampering open communication exchange among teams.

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7. Which among the following internal communications channels are mostly used at NTHC? (You can select more than one)

- Verbal information from direct superior
- Unofficial information from colleagues
- Central information: newsletters, e mails...
- Written information from direct superior
- Regular, formal meetings/durbars
- Official information from colleague
- Written information through corporate mail
- Notices on staff notice board
- Others.....

8. How effective are these means of communication and information exchange within NTHC Ltd?

- Very effective
- Effective
- Barely effective
- Non effective

9. What are the means of communication between managers/management and employees/team members at NTHC Ltd?

.....

.....

10. What are the means of communication between your department and other departments?

.....

.....

11. How well are you informed through these means in 9 and 10 above? Very well informed

- Somewhat informed
- Poorly informed
- Uninformed

12. Are you allowed to send feedbacks? Yes No

If yes, through what means?

Memo Mail Verbal During meetings Any other

.....

13. Overall, what would be your rating of the internal communications arrangements at NTHC Ltd? Excellent Very Good Good Fair Poor

14. In your opinion, what major setbacks are there, if any, to communication and information exchange within NTHC Ltd?

.....

.....

Please read the statements at the left side and select your degree of agreement or disagreement with them from the five options provided.

SA – Strongly Agree || A – Agree || N – No opinion || D –Disagree || SD – Strongly Disagree

Statement	SA	A	N	D	SD
consciously look for opportunities of change and development on my schedule					
On my work schedule, I get instructions concerning the outcome not the method of execution					
forward my ideas, and suggestions to my superiors on multiple channels					
get helpful and timely feedback on my suggestions					
am empowered to execute my ideas, and suggestions					

SECTION C: Employee Engagement at NTHC Ltd

Please read the statements at the left side and select your degree of agreement or disagreement with them from the five options provided.

SA – Strongly Agree || A – Agree || N – No opinion || D –Disagree || SD – Strongly Disagree

Statement	SA	A	N	D	SD
I speak highly of NTHC to my friends					
I would be happy for my friends and family to use NTHC's products/services					
NTHC is known as a good employer					
NTHC has a good reputation generally					
I am proud to tell others I am part of NTHC					
NTHC really inspires the very best in me in the performance of my duties					
I find that my values and those of NTHC are very similar					
I always do more than is actually required					
I try to keep abreast of current developments in my field of work					
I volunteer to do things outside of my job schedule towards the attainment of NTHC's objectives					
I frequently make suggestions to improve the work of my team/department/service					
Internal communication arrangements at NTHC promote employee engagement					

Thank you very much for your participation!

SECTION C: Employee Engagement at NTHC Ltd

Please read the statements at the left side and select your degree of agreement or disagreement with them from the five options provided.

SA – Strongly Agree || A – Agree || N – No opinion || D – Disagree || SD – Strongly Disagree

Statement	SA	A	N	D	SD
I speak highly of NTHC to my friends					
I would be happy for my friends and family to use NTHC's products/services					
NTHC is known as a good employer					
NTHC has a good reputation generally					
I am proud to tell others I am part of NTHC					
NTHC really inspires the very best in me in the performance of my duties					
I find that my values and those of NTHC are very similar					
I always do more than is actually required					
I try to keep abreast of current developments in my field of work					
I volunteer to do things outside of my job schedule towards the attainment of NTHC's objectives					
I frequently make suggestions to improve the work of my team/department/service					
Internal communication arrangements at NTHC promote employee engagement					

Thank you very much for your participation!

APPENDIX TWO

INTERVIEW GUIDE

For Selected Management Staff:

1. Do you have a communication policy at NTHC Ltd? When was this policy formulated?
2. Does the communication policy outline, formally, the various communication arrangements within the organization or these were a result of convention?
3. How does communication (information exchange) occur between you and other managers/management members?
4. How does communication occur between managers/management and employees?
5. How does communication occur between your department and other departments?
6. How well are you informed through the various means of communication at NTHC? Are you allowed to send feedbacks? And if you are, through what means?
7. Does your Department/Subsidiary/Branch carry out communication audits to find out how workers feel about the communication strategies in place? How often are these audits done?
8. In your view, is the present communication and information exchange arrangement within NTHC effective?
9. Are there any challenges or setbacks encountered during communication and information exchange within NTHC Ltd? Please provide examples of these challenges, if any.
10. What specific strategies are put in place to overcome these challenges to promote effective internal communication within NTHC?