

GHANA INSTITUTE OF JOURNALISM

**THE IMPACT OF INTERNAL COMMUNICATION ON EMPLOYEE
PERFORMANCE: A CASE STUDY OF BEIERSDORF GHANA LIMITED**

BY

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DEDICATION

I dedicate this thesis to God almighty for His Grace and Mercies. I especially dedicate this to my Son Joseph Oppong Boateng Jnr who has been a great source of inspiration and a great reminder to keeping achieving my dreams.

To my Family for all the sacrifices they have had to make and to all my loved ones who helped me finish this thesis in various ways.

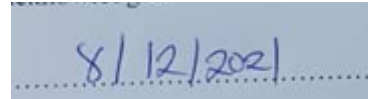
STUDENT'S DECLARATION

I hereby declare that this thesis is my own original work towards the award of Master of Arts in Public Relations and that, to the best of my knowledge, it contains no materials previously published by another person nor material which has been accepted for the award of any other degree in any institution. All references have been duly acknowledged.



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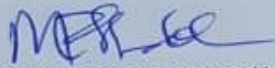
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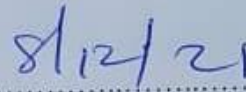
SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervisors of dissertation laid down by the Ghana Institute of Journalism (GIJ). This research project is submitted for examination with my approval as university supervisor.



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Dr. (Mrs) Mavis Essandoh

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Date

ABSTRACT

The study examined the impact of internal communication on employee performance, using Beiersdorf Ghana Limited as a case study. It sought to find out the communications systems employed at Beiersdorf Ghana, evaluated employee performance, and determined the most helpful communication channel from the employee perspective.

The study employed the use of quantitative method of research, using sampling technique to select 44 employees from the organisation under study. Questionnaire was used as the instrument of data collection.

The concept of effective communication on employees' performance and its studies has been based on several theories of which the Systems Theory and Human Relations are perhaps the most frequently used. These theories describe organizational behaviour, its communication and more specifically the organizations effectiveness on communication. These theories give the approaches from which the researcher could use the effectual communication to measure internal performance within an organization.

The study found that internal communication plays an important role in employees' performance at Beiersdorf Ghana. Face-to-face, telephone, written memos, email, WhatsApp, Skype, and Teams are among the most utilized communication systems used internally to communicate.

Some recommendations made from the study are; Feedback must be encouraged in the organisation to eliminate the flow of communication been downwards only but also upwards. Correspondingly, employees will be more efficient and productive with their work if information is timely, straight to the point and understandable. Employee performance can be improved even more if communication barriers are eliminated or maintained to a minimum.

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CHAPTER ONE

INTRODUCTION

1.0 Background and Context of the Study

According to (Mckinney, Barker, Smith& Davis, 2004) communication is essential to effective team performance and communications for any organization is like blood flowing in the human body. Therefore, any organization that understands the importance of communication uses it in their organizational environment. (Zink, 2018) Since, it ensures coordination of factors of production and most importantly, material and human elements of organization as an efficient network of change and advancement. (Zink, 2018). Businesses all over the world are facing challenges. To stay profitable in the highly challenging and competitive global market economy, all factors of production should be wisely managed. (shonubi, 2016)

Among the factors of production, human resources constitute the biggest challenge since employee management demands skilful handling of thoughts, feelings and emotions to obtain the highest productivity. Effective organisational communication plays an important role in this need. Organisational communication research has mainly been conducted both in the business management field; however, researchers in the cosmetic and skincare industry have provided little knowledge about organisational communication and its roles and effects (Eunju, 2009).

Managers, employees, and organizations suffer from ineffective communication since it can lead to poor performance, strained interpersonal relationships, bad service, and disgruntled customers. As per Robbins and Judge (2017), communication is defined as "the transfer and interpretation of meaning." Management, criticism, emotional sharing, persuasion, and information exchange all require effective communication.

Despite the fact that numerous empirical studies have been conducted on the importance of communication to an organization's development, many organizations still lack a clear understanding of the meaning of internal communication and its importance as a component in the creation of mutual understanding between management and employees. According to Winska (2010), a study conducted in Poland, communication functions to influence members' behavior on a global scale.

Communication boosts employee motivation by making it clear what has to be done and how well they're doing it. Employees are an important part of any company; their understanding of the brand and company influences the company's effectiveness (Drake, Gulman, Roberts, 2005). Employees must be aware of an organization's strategies in order for these strategies to be implemented (Quirke, 2000).

Employee participation is also aided by effective communication within the firm. Employees will feel valuable to the organization if they are given the opportunity to participate in decision-making. On the other hand, low job satisfaction, organizational commitment, and employee engagement will come from insufficient or limited employee participation in decision-making. It also results in a high amount of desire to quit (Bonache 2005).

In today's globalized world, internal communication is critical for survival in a competitive market. Internal communication between the company and the board of directors set the groundwork for productive collaboration that led to market success. Managing job responsibilities necessitates effective internal communication.

Through better management of an organization's fundamental human resource, communication plays a cooperative role in connecting and coordinating operations. Communication is a two-way process that involves simultaneous comprehension and feedback. Monitoring, interpretation, dissemination, sharing, and realization are all aspects of communication in a broader sense. The process of communication is being made more efficient by eliminating

miscommunication. Demotivation, indecision, inactivity, and frustration lead to a high staff turnover rate, as well as inefficient coordination of operations, targets, and strategies.

When effective communication is at its peak, employees tend to exaggerate their success at work. For example, when information regarding an organization's policies and procedures is transparent and accurate at its best; and when the information offered is adequate, factual, and has positive feedback (Kacmar et al., 2003; Neves & Eisenberger, 2012).

Meanwhile, only large modern-day businesses have placed a premium on good workplace communication.

Some management members believe that communication is the easiest responsibility for everyone to complete, however research has proven that communication may make or break an organization's existence. In most companies, managers delegate effective communication to the human resources department because their primary focus is on operational tasks.

In Ghana, for example, most companies especially those that deal with sales and distribution mostly concentrate on targets achievement thereby forgetting the free flow of information, proper decentralized communication channels, and how well the staff understand information disseminated, all of which boost employees' motivation to work harder in maximizing the company's revenue.

Two-way communication has positive impact on workers who perform profitably at work. Anchor (2009) and Eisenberger & Stinglhamber (2011). They form some kind of belief pertaining to their work which in turn satisfy the socio – emotional needs. Relating this to the study done by Eisenberger & Stinglhamber, (2011) and Rhodes & Eisenberger (2002), employees are able to determine the organisation's' readiness to appreciate and reward effective and efficient performance by workers.

Puth (2002) perceived that performance within an organisation could be improved significantly by way of sharing information with employees and involving them in policy making. However, this recuperates general employee satisfaction and productivity within an organisation.

In some cases, the communication gap that exists between managers and employees make them to believe they are not trusted, respected, or valued enough to be responsible in their field of work. Employees are the most precious resources within an entity, according to his research; consequently, managers must encourage a two-way flow of information to enhance the organization's success as well as employee productivity. Mohammed, U. D., Yusuf, M. O., Sanni, I. M., Ifeyinwa, T. N., Bature, N. U., & Kazeem, A. O. (2014). This makes communication very essential for all stakeholders as it assimilates most managerial purposes. Ethically, communication is needed internally to initiate plans for expansion; to also consolidate resource in effective with less cost; to select, nurture and appraise members of an organisation. Mohammed, U. D., Yusuf, M. O., Sanni, I. M., Ifeyinwa, T. N., Bature, N. U., & Kazeem, A. O. (2014).

1.1 Problem Statement

Communication is critical to good team performance, according to (Mckinney, Barker, Smith, & Davis, 2004), and communications in any company is similar to blood flow in the human body. As a result, any organization that recognizes the value of communication implements it in their working environment. As an efficient network of change and advancement, it ensures coordination of factors of production and, most significantly, material and human parts of the organization. Business is difficult all around the world. To be successful in today's very tough and competitive global market economy, all production aspects must be managed correctly. Human resources are the most difficult aspect to manage among the production variables since personnel management necessitates expert handling of thoughts, feelings, and emotions in order to achieve maximum efficiency. In this challenge, effective organizational

communication is critical. Organizational communication research has primarily been undertaken in the realm of business management; however, researchers in the beauty and skincare industry have supplied limited understanding about the roles and impacts of organizational communication (Eunju, 2009).

Several researchers have discovered that excellent communication can help organizations achieve better results (Garnelt, Marlowe, & Pandey, 2008; Pandey & Garnelt, 2008). Communication has an impact on people's beliefs and choices about themselves, their communities, their organizations, their governments, and even society. In order to achieve high levels of performance and sustain healthy working relationships within an organization, good communication is essential.

As a result, the purpose of this research is to determine how internal communication affects employee performance at Beiersdorf Ghana Limited. The research also looked into the different internal communication channels used by Beiersdorf Ghana Limited to communicate with internal stakeholders.

1.2 Research Objectives

The general objective of the study is to know the extent to which good internal communication affects employee performance in an organization.

The specific objectives are.

1. To determine how effective internal communication affects employee performance at Beiersdorf Ghana Limited
2. To examine the internal communication system and channels employed at Beiersdorf
3. To identify the most useful form of internal communication channels from the employees' point of view

4. To identify barriers and breakdowns in the internal communication systems and channels at Beiersdorf

1.3 Research Questions

This research seeks to answer the following questions.

1. How does effective internal communication affect employee performance at Beiersdorf Ghana Limited?
2. What are the internal communication systems and channels employed at Beiersdorf Ghana Limited?
3. What are the most useful forms of internal communication channels from the employees' point of view?
4. What are the barriers and breakdowns of internal communication system employed at Beiersdorf Ghana Limited?

1.4 Rational of The Study

The rational of this study is to gain a deeper insight on how internal communications in an organisation is important to employee performance. The main focus of this study is to determine how the various forms of internal communication affects the day to day lives of employees of Beiersdorf Ghana Limited in their performance.

1.5 Significance of The Study

The research will provide meaningful information to the management of Beiersdorf about efficiency, credibility, and economy of their communications policies, practices, and programs. The study will enable managers at Beiersdorf to get awareness concerning the influence of effective internal communication on the performance of the company's staff, and the study will also help management to understand that ineffective internal communication has numerous negative effects on employee and organisational performance. Thus, the study will suggest

strategies towards improving internal communication to boost up employee performance at Beiersdorf. The study will also help management to identify the most effective internal communication channel to employ for effective communication.

1.6 Research Methodology

A quantitative research method will be employed for this research for data gathering and analysis. It can be used to look for patterns and averages, make predictions, test causal linkages, and extrapolate results to larger groups. (Bhandari, 2020 p 3). The purpose of a quantitative research study is to establish a link between one thing [an independent variable] and another [a dependent or outcome variable] within a population. Quantitative research designs can be descriptive thus subjects are typically measured only once or experimental thus subjects are measured before and after a treatment. (Creswell, J. W. (2013) Quantitative research is the polar opposite of qualitative research, in which non-numerical data is collected and analyzed.

1.7 Scope of The Study

Due to resource constraints, the study will be limited to the collection and analysis of data of employees at Beiersdorf Ghana Limited's office in Accra. This will include employees from Sales, Finance, Supply Chain, Shopper & Customer Marketing, and the Human Resource Departments. The study will also seek to ascertain the level of internal communication at Beiersdorf and how communication can be leveraged to improve employee performance.

1.8 Organisation of Chapters

This study consists of five chapters. Chapter 1 discusses the background of the study, a statement of the problem, objectives, research questions and the justification of the study.

Chapter 2 reviews literature on the empirical evidence of employee motivation, motivational theories, types and effects of employee motivation, and all other relevant materials on the topic.

Chapter 3 outlines the research method(s) employed in this study and how these research methods are useful to answering the research questions.

Chapter Four describes the research findings, respondents and clearly outlines the results of data collection and analysis.

Chapter Five summarizes the discussions of the research findings and the contribution this study makes to literature. It spells out the limitations of the study and proposed recommendations for the study.

1.9 Chapter Summary

This chapter outlined the background of the study, the problem statement, research objectives, research methodology, significance of the study, scope of the study and the organisation of the study.

The following chapter of the study will go over reviews of related literature on empirical evidence of employee motivation, motivational theories, types and impacts of employee motivation, and any other relevant resources on the subject.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This literature highlights specific arguments and ideas in the field of study. By highlighting these arguments, the research attempts to show what has been studied in the field, and also where the weaknesses, gaps, or areas needing further study are. This review validates why this research is useful, necessary and important.

2.1 Meaning of Communication

Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). Communication is viewed by (Haiemann, 2011) as the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and/or organizations by means of previously agreed symbols. Communication is the process by which one party (a sender) transmits information (i.e., message) (Haiemann, 2011). It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014). Information is transmitted in two ways: that is, from a sensory organ to the brain and, interpersonal level which is a situation in which the transmission of information is just between two individuals.

Communication can also occur within or between an individual or group. Effective communication is a process by which sender of message, received feedback from receiver in intended (Peter, 2015). Effective communication starts from the sender to its decoding by the receiver. It is said to be ineffective communication when the receiver of the message did not decode the message from the sender. It is through feedback that information achieves its desired

results. Berrels A. (2010), Effective communication takes place when the person to whom it is intended, subsequently, the receiver understand the meaning intended and reacts accordingly. It is believed by a lot of experts that communication could consciously or unconsciously take place by writing, reading, taking, listening or moving and any part of the body. All these things mean something to some person, or group. It has to be stressed that communication in an organization can take place in any of these means. Communication is a process of effecting change to a system. As long as organizational reforms and globalization are evident, new communication techniques should be developed to stand the change. Therefore, it becomes important for positive attitudes to change to lead to vital successful change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome. Likewise, effective communication requires a degree of 'cognitive organizational reorientation' comprehension and appreciation of the proposed change. Elving & Hansma (2008) carried out an interview research at the University of Amsterdam, between management and employees during organizational change. The most important conclusion drawn was that the success of the dissemination and adaptation of organizational change significantly depend upon communicative and informative skills of managers at all levels. Although leaders appear to be aware of fast changes within organization (Bolden & Gosling, 2006), communicating that change is difficult.

Bennebroek-Gravenhorst et al. (2006) in their study conducted in Amsterdam, on the Role Of Communication In Organisational Change, found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organization are also critical.

2.3 Types of Communication

2.3.1 Intrapersonal communication

Intrapersonal communication is the most basic of the communication context or level (Nandini, 2012,). It occurs when an individual sends and receives messages internally. We spend most of our time thinking and our thought process is nothing but intrapersonal communication where one person is sending messages and the same person receives them. Intrapersonal communication also has feedback. Here it is called self-feedback. Intrapersonal communication is not just a level of communication; it is in fact the very basis of all communication. While participating in the higher levels of communication like interpersonal communication, group communication and mass communication we also indulge in intrapersonal communication. It takes place throughout our lives.

2.3.2 Interpersonal communication

Interpersonal communication is the most common type of communication between two people (Nandini, 2012). It can occur every day and everywhere since it is the transmission of information between persons through face-to-face contact. The exchange of messages could be formal or informal through the means of words, sounds, facial expressions, gestures, and postures. This type of communication is important because there is a face-to-face interaction between two individuals, that is, both are sending and receiving messages. This is essential and effective communication situation because individuals can get immediate feedback. It can give detailed clarification and emphasise many points through your expressions, gestures and voices. In interpersonal communication, it is possible to influence the other person and persuade him or her to accept your point of view.

2.3.3 Group communication

Group communication is an extension of interpersonal communication. (Nandini 2012, p. 64)
Group communication occurs when three or more people are active in the exchange of

information, skills, and interests. (Nandini 2012, p. 64) A group is a collection of persons who have shared aims and objectives, who work together to attain those goals, are aware of one another's existence, and regard themselves as members of the group. Individuals should be able to get together in groups to talk and exchange perspectives on topics of mutual interest.

2.3.4 Mass communication

Mass communication entails communication with large groups of people, and the medium through which this communication occurs is known as mass media. (Smith, Lasswell & Casey p. 121) For the purpose of convenience, the terms "mass communication" and "mass media" are often used interchangeably. Radio, television, newspapers, magazines, films, records, tape recorders, video cassette recorders, and other media are used to transmit messages (Nandini, 2012 p. 66).

2.3.5 Public communication

Nawafino (2016) noted that public communication occurs when individuals and groups engage in dialogue in the public sphere in order to deliver a message to a specific audience. A few examples of public communication are public speaking events, newspaper editorials, and billboard advertisements.

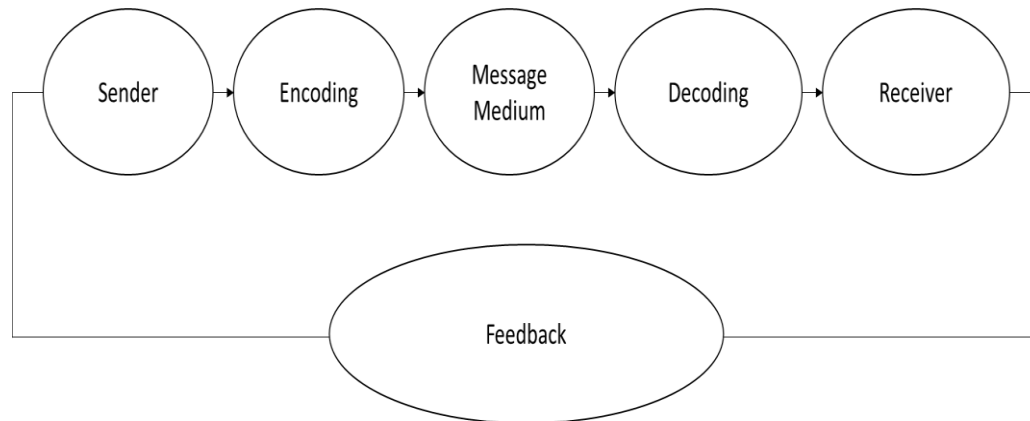
2.4 Importance of Communication

The importance of communication will be examined using Moorhead and Griffin's (1989) study, which states that managers disseminate information for a variety of reasons, as underlined by Obamiro (2008):

To achieve coordinated action, to express feelings and emotion, to share information regarding organizational goals, task directions, results of efforts and decision making, to achieve effective control, to encourage staff participation in decision making, to create a good public image and reputation for an Organization.

2.5 The Communication Process

The communication process consists of seven steps (Shannon & Weaver, 1949): message, encoding, transmitting, receiving, decoding, understanding and feedback. The communication process has been simplified through an illustration below:



Source: (Shannon & Weaver, 1949)

2.6 Communication in organisation

According to Lindlof and Taylor (2011), ‘organizational communication broadly studies corporate life as constituted through discursive processes such as conflict, teamwork and leadership’. Internal organizational communication facilitates the flow of information among members of the organization. The effective flow of information among employees within an organization is facilitated by a vibrant internal communication system. These systems of communication could be upward, downward, vertical or horizontal which is based on the structure of command within an organization (Lindlof & Taylor, 2011). Organizational communication tends to exhibit what an organization stands for, the purpose of its existence, who the various clients are, the manner in which their workloads are accomplished and the chain of reporting among members (Lindlof & Taylor, 2011).

2.6.1 Horizontal Communication – It aims at linking related tasks, work units and divisions in the organization. (Fayol, 1949 pp.125) The importance of horizontal communication increases with task specialization and diversity in organizational structure. The need for lateral or horizontal communication was first stressed by (Fayol, 1949 pp.125), when he suggested a ‘gang plank’ between similar hierarchical positions (NEBO, 2015 pp.74)

Horizontal communication does not entail information being passed up or down levels. Horizontal communication is frequently more immediate, direct, and efficient than up or down communication when it comes to sharing information, solving problems, and cooperating. Horizontal communication may result in higher quality of information transfer because it occurs directly between people working in the same place. Horizontal communication is exemplified by team communication, in which members coordinate tasks, collaborate, and settle conflicts. Horizontal communication takes place both formally in meetings, presentations, and formal electronic communication, as well as informally in other, more casual workplace encounters (Salem, P, 1999).

2.6.2 Downward Communication

It provides information from higher levels to lower levels. Being superior-subordinate communication, it follows the chain of command through the line of authority. Downward communication can be of four types (Katz & Kahn, 1966, pp 56).

1. Communication designed to provide job rationale to produce understanding of the task
2. and its relation to other organizational tasks;
3. Communication about organizational procedures and practices;
4. Feedback to the subordinate about his or her performance; and
5. Communication to foster inculcation of organizational goals.

2.6.3 Upward Communication

This type of communication serves as a control system for the organisation (Salem, P, 1999 pp.365). The conveyance of information from lower levels of an organization to higher levels is known as upward communication; the most prevalent type is employees speaking with managers. Managers who are open to and encourage upward communication among their staff foster cooperation, earn support, and reduce employee frustration. Judgments, estimations, propositions, complaints, grievances, appeals, reports, and any other information directed from subordinates to superiors can all be included in this type of communication (Salem, P, 1999 p. 365)

Employees addressing a question from their management is an example of upward communication in response to downward communication. As a result, the success of a company's downward communication is determined by upward communication.

The upward communication process is heavily influenced by the communication channel, or manner of sharing information. Information can be shared in person, over the phone, or in writing. Subordinates should try to figure out how their manager or other higher-ups prefer to communicate with them. Sending a lengthy report to someone who likes to receive information in the form of a brief email, for example, is unlikely to achieve the desired result (Salem, P, 1999).

2.7 Formal and Informal Patterns of Communication

Organizational communication can be broadly categorized into two major styles – formal and informal communication (Bratton et al., 2007). Formal communication involves utilising the official channels of an organisation to share messages (Bratton et al., 2007). The Informal communication on the other hand is communicating between employees outside the formal structure of communication of the organisation.

This could be unofficial or unrelated message to the organization's formal structure of communication (Bratton et al., 2007). Communication follows the hierarchical structure of the organization (Bratton et al., 2007). This communication structure also shows where power and authority emanate from relationships among members in an organization and accountability relationships (Greenberg and Baron, 2008). There are clearly defined rules and designations about who is authorized to communicate on behalf of the organization with outsiders, and inside as well (Greenberg and Baron, 2008).

Informal communication can help to augment and enrich the formal communication line, when well leveraged. Information in this system is transmitted through the usual communication channels but relying heavily on face-face contacts (Greenberg and Baron, 2008). Communication is predominantly via oral means and has the potential to spread widely and rapidly.

Informal communication networks, according to Sostek (2006), can be a source of rumours, and can be good or bad depending on the content. Rumours about individuals are bad since the objective is mostly to hurt them. However, when it is about the achievement of other groups within the organisation, it releases creative energy and spurs productivity within groups. For this reason, management may tolerate some rumours in the informal network (Sostek, 2006).

2.8 Importance of Organisational Communication

An organisation's existence depends on its employees' capacity to communicate with one another and with the participants of its situation. In addition, free flow of ideas and information is an essential element in the effort for quality and continuous improvement. The organisation trust on communications to learn what its clients want, to foster collaboration among its employees, and to identify and adapt to changes in the environment. Therefore, effective communication system is crucial to disseminate messages, concepts and information for

clarifying objectives and plans, controlling performance and taking remedial action. Shaikh (2012, p.66) stated the importance of organisational communication in management as follows:

- Gaining acceptance of policies, winning cooperation of others, getting instructions and ideas clearly understood and bringing about the desired changes in performance are dependent upon effective communication.
- Communication helps the management in arriving at vital decision. In its absence, it may not be possible for the top - level management to come in closer contact with each other and discuss the important problems pertaining to the organization.
- Constant communication with personnel helps the management to remain informed about their problems, difficulties and grievance. Appropriate steps can be taken in time to remove the worker's difficulties. Conflicts often arise because of communication gap. They can be averted by setting up a regular arrangement of keeping contact with the workers through the communication media.
- Communication is essential for coordination, which is essential of effective management. It brings about mutual understanding between the personnel at all levels and fosters the spirit of cooperation.
- Greater, better and cheaper production are the aims of all managers. In today's organizations, the information passes through a variety of filters and there is always a chance for misinterpretation. An effective system of communication can play a vital role in avoiding this illusion. The employees should be told clearly what exactly to do and the way in which an instruction is to be carried out (Amah, E., 2016. In this process, certain directions are to be given, certain feelings must be expressed and a certain number of interpersonal perceptions must be exchanged.
- Under an effective system of communication, it is quite convenient for the employees to express their grievances, and bring all their problems to the notice of the

management. Effective communications between the interested parties reduce the point of friction and minimize those that would inevitably arise.

- Communication in securing the largest possible participation or consultation in decision making, planning and general administration. This will give democratic impetus to managerial process and strengthen the morale of staff.

2.9 Effective Communication

When the desired result isn't achieved, variables like communication hurdles are investigated in order to figure out why the communication was ineffective. According to several studies, communication is effective when the following factors are met: comprehension, compatibility, positive behavior display, fluidity of communication, favourable outcomes, positive nonverbal communication, and adaptation of messages communicated (Robbins et al., 2010). Communication technique leverages management expertise in encoding and decoding information in a productive manner (Ainobushoborozi, 2013).

2.10 Indicators of Effective Communication – (Written and Verbal communication)

Ainobushoborozi (2013) harnessed on the seven (7) indicators below to achieve effective communication.

Completeness – communication must always be complete according to communication theorists whilst conveying all essentials necessitated by the targeted persons. An encoder of information takes the decoder's thoughts into consideration and conveys the message respectively. In a research conducted by Ainobushoborozi (2013) the following are some features of the complete communication; an organization's reputation is established and improved through communication completeness. Besides, it is cost efficient with crucial information remaining untouched whilst extra message is conveyed. Communication, which is all-inclusive furnishes extra information wherever needed and erases all doubts in the

cognizance of receiver. Further to the above, when communication is complete, decision-making is enhanced, making the intended audience of message get all desired and fundamental information in simple terms.

Conciseness or Brevity – Ainobushoborozi (2013) stressed that, it is the act of delivering an intended message in least possible words without foregoing the other essentials of information. Communication in such ways is both timesaving as well as cost saving. It accentuates and emphasizes the main message as it avoids using unwarranted and needless words. According to the researcher, essential messages are only presented to the audience. This makes the message extra attractive and coherent to the audience. It is not repetitive in nature.

Consideration – it means being considerate of others concern. Effective communication must take the audience into consideration that is, the audience's viewpoints, background, mind-set, and education level. It is important to predict your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify words in message to suit the audience's needs while making the message complete. Features of considerate communication are as follows: Emphasize on "you" approach that is it personalizes issues and identify with the audience and exhibit interest in the audience as it stimulates a positive reaction from the audience. Stress out on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

Clarity – Clarity implies placing emphasis on a specific message or purpose at a time, rather than trying to achieve too much at once. Clarity in communication makes understanding easier. Ainobushoborozi (2013) confirms that complete clarity of thoughts and ideas enhances the meaning of message as it makes use of exact, appropriate and concrete words.

Courtesy – Nothing is important than being courteous and ethical in a delivering of message. This act helps the sender gain some level of credibility from the receiver at any point. It implies that the receiver tends to buy into the idea that the sender is selling. Courtesy in message implies

the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message implies taking into consideration both viewpoints as well as feelings of the receiver of the message. It is therefore positive and focused at the audience since it is to win their attention.

Correctness – Correctness in communication indicates that there are no grammatical errors in communication. Indicators in correct communication are that; message is exact, correct and well-timed. Correct messages boost up the confidence level and have greater impact on the audience/readers. It also looks out for the precision and accurateness of facts and figures used in the message and makes use of appropriate and correct language in the message.

2.11 Communication Channels

There are several communication channels available to a modern organization with differing levels of effectiveness and use. For internal communications, the following are some of the effective tools for communication.

Face-to-face communication, Video conferencing, Telephone, Letters/Memos, Emails and Posters.

In order to survive in a rapidly changing environment and obtain a competitive edge, organisations need to grasp the vital role of communication. If communication in an organisation is bad, the organization is likely to under-perform. If it is good, however, the performance and overall effectiveness will also be good.

Wallace (2004) points out that the type of medium chosen by the manager may depend on the richness or effectiveness of the medium, the cost and efficiency, the symbolism and also whether there is some double interpretation in the message being sent. Some of the internal communication channels are discussed below.

Memorandums

This is a form of business communication channel used specially among departments. Memos postulate for concise messages to be transmitted. This form of channel enhances cross-sectional transmission of information within the organization (Wallace, 2004).

Telephone

The use of telephone permits two or more employees to engage in a virtual conversation via cable. The size, scope and nature of organization affect the use of telephone for internal communication (Wallace, 2004).

Report

A report is a medium for giving an account on an executed event within the organization. A report contains information based on investigation that is sent to the authority concerned. It is an excellent means of internal communication (Wallace, 2004, pp. 28)

Notice Board

This kind of medium is used to send formal messages to employees in an organization. It is usually time-bound and attractive and should be placed where employees make assembly (Wallace, 2004).

Face to Face Discussion

This is a direct form of communicating with employees. Executive officers and employees many get engage discussions and interchange views regarding a current situation of the organization. This channel of communicating may be regular or irregular depending on the situation (Wallace, 2004).

Intranet

Intranet is a computer-based communication system that is used internally by staff within organizations. This is a very convenient and fastest way of sharing information among

members at levels. With this channel, feedback is instantaneous and improves work performance (Wallace, 2004).

2.12 Internal Communication

Internal communication according to Trahant (2008), is operationally stated as the exchange of communication both informal and formal between top hierarchy members and employees within an organization.

Mainly, the focus of internal communication is geared at connecting employees as well as groups and organization in general to simplify realization of collective interest and unstructured cooperation (De Ridder, 2004). When effective internal communication is critical for successful organization, it affects ability of strategic managers to engage employees and achieve objectives. Likewise, when the same internal communication is apt, it ensures employee commitment to achieving ground-breaking business results by helping improve collaboration, productivity and performance (Welch and Jackson, 2007).

DeMaria (2016, p. 75) has stated the following characteristics of effective internal communication based on her research:

- **Reaction:** it is important to provide an opportunity for both top management and employees to give feedback, since it helps to keep the company developing steadily in one direction, not turning against its culture and positioning strategy.
- **Audience engagement:** it was stated that it can be achieved by more interpersonal interactions, like face-to-face meetings and impromptu conversations.
- **A thoroughly:** chosen location to transfer the message to employees from top management or vice versa, it was mentioned that the location itself may either encourage or prevent from getting involved into conversation. Another interesting aspect was also covered an opportunity to choose extraordinary places for

communication may also get people attracted by the process itself, since they will be excited about the something yet unknown.

2.13 Employee Performance

The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew & Suthinee, 2012). Rich et al, (2010) identified two types of employee performance for organizational effectiveness: task performance and contextual performance.

Task performance refers to behaviours that are directly involved in activities that provide indirect support for the organization's core technical processes (Borman and Motowidlo, 1997). These behaviours directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions Werner (2000). However, these behaviours are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes.

The performance of employees on different jobs in close coordination is needed for success of the organization (Macey and Schneider, 2008). Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations (Borman and Motowidlo, 1997).

All these activities are interrelated to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. This will have great impact on the total production and progress of the organization. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages,

promotion, communication etc. are responsible to encourage the people to work sincerely and give their best output (Korkaew and Suthinee, 2012).

The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction.

According to Korkaew and Suthinee, 2012 p96), advantages of higher performance in an organization include:

- The productivity of individual on job increases
- Employee gets job satisfaction at job
- A sense of commitment and loyalty among employees develop
- Employees get higher salaries and incentives on production basis
- Quality and quantity of the total production increase
- Good will of the organization goes high etc.

2.14 Effect of Internal Communication on employee performance

Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success. The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity (Muda et al, 2014). With effective communication, a company is able to have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals.

It has been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order to have an accurate deliverance (Chen, 2008). Furthermore, as one of the crucial elements, the managers have been

asked to learn the feedback gained from the employees which probably affects their work motivation (Muda et al, 2014).

Beyerlein et al. (2003) states that it's the responsibility of management to align support systems in the strategic design so that employees can communicate their needs and frustrations, as this will keep an organization functioning effectively and make the most of people who are an organizations greatest resource. Furthermore, other studies have investigated openness of communication have direct relationship with employee performance (Dwyer, 2005). In addition, supportive communication from fellows has received some attention as a source of employee performance (Ducharme and Martin, 2000)

2.15 Review of Related Studies

Wallace, N., and Deborah, K. M. (2016) used Kenya's Power and Lighting Company as a case study to investigate the impact of internal communication on employee performance. At Kenya Power Lighting Company, their study's goals were to determine the impact of downward communication on employee performance, the impact of upward communication on employee performance, and the impact of horizontal communication on employee performance. The total number of employees in the study was 256, however the researchers only used 30% of them. The stratified random sampling technique was used to improve precision and representativeness of the entire population.

Data was collected via a questionnaire that was distributed to the sampled population. Employees at KPLC value downward communication, according to their results, thus information is delivered on time, boosting performance.

Respondents also acknowledged that through upward communication, the management gets feedback on performance and employees are able to raise complaints to management hence enhancing performance.

Lateral communication was also found to be essential since it enables interactions within departments, team building and proper work coordination. The research concluded that effective communication can enhance employees' performance, and recommended that strong communication systems should be emphasized in the company to ensure effectiveness of communication.

Another research conducted by Waiphot, K., Piya, N., Pralong, S., & Kasisor, V, in 2018 and submitted to the Burapha University, Thailand, examined the relationship between internal communication, employee participation, job satisfaction, and employee performance. The researchers sampled 489 state officials from 10 city municipalities in Chonburi (Thailand). Their findings indicated that internal communication had positive influence on employee's participation and job satisfaction. According to their findings, employee participation also had positive influence on job satisfaction. Though internal communication did not have influence on employee performance, the paper indicated that employee's participation and job satisfaction played the mediating role in the relationship between internal communication and job performance.

In 2012, Otoo Florence used the Ghana Revenue Authority Kumasi branch as a case study for a study on the impact of communication on staff performance. Kwame Nkrumah University of Science and Technology received the research. The researcher investigated GRA's communication systems and evaluated employee effectiveness. The association between effective organizational communication and employee performance was also determined by the researcher. The research also identified the channels of communication that employees regard to be the most useful, as well as the impediments to GRA's communication system.

The simple random sampling was used to select 200 respondents that participated in the data collection process. The researcher adopted mean, correlation, and regression results in the analysis.

The findings indicated the communication system frequently used at GRA included face-to-face, telephone, written memos, and emails, with face-to-face being the most useful channel of communication. The paper also revealed that GRA employees largely performed well.

Selective listening, distraction, time pressure, communication overload, information distortion, and prejudice were identified as barriers and breakdowns of communication at GRA. Finally, the research revealed that various employees' performance indications were found to correlate with varying measures of effective organisational communication.

2.16 Evaluation of employee performance

Evaluation of employee performance aims at assessing each individual's contribution to the organization and has been practiced since centuries (Islam & Rasad, 2005). It is mainly the Total Quality Management (TQM) proponents who oppose the implementation of performance appraisal in organizations (Longenecker & Fink, 1999).

They believe that 85% of the factors that affect the employee's performance stem from the system which are beyond the control of the employee, and only 15% of the factors are attributable to the employee (Longenecker & Fink, 1999). On the other hand, Human Resource (HR) practitioners do not subscribe to the view of TQM proponents. HR practitioners note that performance appraisal is an essential part of an organizational culture and it is required to assess organizational progress towards goals (Aldakhilallah & Parente, 2002). They have developed a performance appraisal process, called TQMPE (Total Quality Management Performance Evaluation) as a revised version of the traditional methods of performance appraisal that fits

with the philosophy of TQM (Aldakhilallah & Parente, 2002). The benefits of a successful performance evaluation include:

- Helps taking stocks of an employee's overall performance;
- Enables employee to pinpoint strength and spot weakness;
- Provides an opportunity to motivate employee and encourage for superior performance
- Determines any need for further training;
- Helps setting goals for future superior performance.

Roberts (2003) provides the following guidelines to minimize the negative effects of appraisal systems: Employee participation; Developing performance standards; Goal setting; Sound performance appraisal interview; Self-evaluation; Management feedback; Develop user-friendly procedure; Design specific and relevant appraisals; Evaluator training; Revise performance appraisal process etc.

2.17 Theoretical Foundation of Internal/Organisational Communication

The concept of effective communication on employees' performance and its studies has been based on several theories of which the Systems Theory, Classical and Human Relations are perhaps the most frequently used. These theories describe organizational behaviour, its communication and more specifically the organizations effectiveness on communication. Essentially in this context, the theory gives the approaches from which the researcher can use the effectual communication to measure internal performance within an organization. In view of this, much consideration will be given to the Human Relations Theory and Systems Theory since it gives a holistic view of an organization. The system theory sees the organization as a system with interrelated parts, which are connected to each other.

2.17.1 Human Relations Theory

Around the 1930s, Human-Relations Theory originated and introduced as a substitute perspective to the classical theory (Kreps, 1990). The theory originally was put to test by Mayo, Roethlisberger and Dickson's, which became known as the Hawthorne Studies (Roethlisberger and Dickson, 1939). The Hawthorne Studies brought to bear four major phases namely: the illumination studies, the relay assembly test room studies, the interview program, and the bank wiring room studies. The Human behaviour school of thought shifted from the prominence on output and work design to the interactions of individuals. Emphasis of the Human-Relations Approach dwells more on the needs of individuals in the organization, the employee's participation in decision-making and the opportunity to send and receive messages. Human Relations asserted that it is vital to determine the individual needs of organizational members and it is achieved within effective organization-worker communication.

According to Skinner, Essen & Mersham (2001), effective management communication can be best accessed through the use of communication audit. Essentially communication is fundamental in the work of human resources. The importance of the Human Relations Approach is that it highlights the role of workers and social factors in the effectiveness of internal communication and the issues such as leadership. In sum, the human relation approach deals with the interaction between management and employees, their motivation and influence on organizational events. This throws more light on what management and employees ought to do to ensure effective internal communication. The Human Relations theory helps this research to determine the usefulness of the various communications channels such as memos, circulars, telephone conversation, the use of Internet and face-to-face interaction. It also helps to determine the important of interactions or communication between management and employees.

2.17.1.2 Relevance of Theory to The Study

The Human Relations theory helps this research to determine the usefulness of the various communications channels used at Beiersdorf Ghana Limited such as memos, circulars, telephone conversation, the use of Internet and face-to-face interaction. Also, the theory is useful in determining the relevance of interactions or communication between management and employees at Beiersdorf Ghana Limited.

2.17.2 Systems Theory

Generally, Systems theory looks at organizations as made up of interrelated parts, adapting and adjusting to changes in the political, economic, and social environments in which they operate. Grunig, Grunig, and Dozier state that the Systems perspective emphasizes the interdependence of organizations with their environments, both internal and external environments.

According to Booth (1986) the systems theory has more valid and applicable stance in internal communication. This is because the systems approach recognizes the role that communication plays in facilitating efficient functioning between the various components of the organizations.

In organizational communication research, some main components of the systems theory have been identified that informs how effective communication leads to employee productivity which is; wholeness, hierarchical and feedback. In systems theory, the whole determines the character and functions of parts (Weckowicz, 2002). Wholeness refers to the interdependence of the various elements that constitute the system. This means that individual parts of a system contribute to the existence of the organization.

According to Miller (2009), the concept of an organizational structure indicates that the relations within an organism are systematized by order of hierarchy rules. In this regard, components of the main systems are designed into subsystems, making up the whole system, which itself operates within a larger environment. Feedback enables decision makers in the

organization to strategize to be on top of issues thereby building network relationships (Miller, 2009). Salem (1999), also argued that the systems theory operates from primary principles of inter-relatedness and interdependence, it can be said that the same basic principles form the basis from which communication audit occurs.

2.17.2.1 Relevance Of The Theory To The Study

The System theory assists the study in determining how Beiersdorf's communication systems operate and how communication plays a role in facilitating efficient functioning between the various departments of the organization. Again, the theory is useful in determining how organizational structures affect the flow of communication between employees and management.

2.18 Chapter Summary

This chapter looked at the meaning of communication, the various types of communication, importance of communication, internal communication and its effect on employee performance. The chapter also reviewed related works on the topic, and finally, the study analysed some communication theories and how it's linked to the research.

The next chapter outlines the research method(s) employed in this study and how these research methods are useful to answering the research questions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on methodologies, techniques, and procedures utilized to collect and analyze the study's essential data are discussed in this chapter. The research design, population and sample techniques, data collection tools, and data source are included.

The methods, procedures, and strategies utilized to obtain the data for the study are referred to as methodology. Primary and secondary sources of information were used to compile the data. The information from the organization used as a case study was the major source, while secondary sources included articles, journals, and textbooks on the issue. The study was conducted in a quantitative format, with questionnaires used to collect data from the participants.

3.1 Research Design

A research design is the 'procedures for collecting, analysing, interpreting and reporting data in research studies' (Creswell & Plano Clark 2007, p.58). It is the overall plan for connecting the conceptual research problems with the pertinent (and achievable) empirical research. In other words, the research design sets the procedure on the required data, the methods to be applied to collect and analyse this data, and how all of this is going to answer the research question (Grey, 2014).

As explained by Robson (2002), there are three possible forms of research design: exploratory, descriptive and explanatory. His base of classification relies on the purpose of the research area as each design serves a different end purpose.

The research adopted quantitative research approach. The systematic empirical analysis of social phenomena using statistics, analytical, or numerical data or computing techniques is

known as quantitative research. The goal of quantitative research is to create and test mathematical models, hypotheses, and notions about phenomena.

The role of internal communication on employee performance was investigated at Beiersdorf Ghana Limited. Employees of Beiersdorf Ghana served as the case study for this study. A case study is a comprehensive description and analysis of an individual, institution, or occurrence based on information acquired from a wide range of sources (Christensen, 1991). The purpose of quantitative research is to develop or apply statistical formulas, theories, and/or hypotheses regarding the phenomena.

3.2 Sources of Data

Data sources refer to any material from which information was collected or used in the process of the study (www.byjus.com/commence, 2021). The method of collecting data will be is into two different parts thus, primary data and secondary data. Primary data is the data or information being assembled by the researcher for the first time and the secondary data is data that has already been gathered or collected by other researchers. (www.byjus.com/commence, 2021).

3.2.1 Primary Data

Primary data is data that does not already exist, which is originally collected by the researcher (www.byjus.com/commence, 2021). Primary data is often collected after the researcher has gained some insight into the issue by collecting secondary data (www.byjus.com/commence, 2021).. Primary data is the data which has been collected by the researcher himself, which is more reliable and up to date (www.byjus.com/commence, 2021). It is a data which is created for the first time without previous source available (www.byjus.com/commence, 2021). The primary source of data for this study was the information gathered from Beiersdorf Ghana

Limited. Primary data for this study will be collected through questionnaires (methods.sagepub.com, 2010).

3.2.2 Secondary Data

Secondary data is the data that has been already collected by and readily available from other sources (www.methods.sagepub.com, 2010). Such data are cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all (www.methods.sagepub.com, 2010). It helps to make primary data collection more specific since with the help of secondary data, it helps to make out what are the gaps and deficiencies and what additional information needs to be collected (www.methods.sagepub.com, 2010). The secondary data will be collected through information from articles, journal and text books on the subject matter (www.methods.sagepub.com, 2010)

3.3 Population of the Study

Population is the persons or object about which information is being gathered. Population can be defined as the total of persons or objects with which a study is concerned (Grinnell & Williams, 1990). The population of Beiersdorf Ghana Limited, the company under study, has a total of 83 employees, which is made up of 45 permanent employees, 6 contract staff, 2 interns, and 30 indirect employees managed by third party agency but paid by Beiersdorf Ghana Limited. Within the constraint of time and money, the research will select 44 employees for the study.

3.4 Sampling Size

A sample is a smaller, easier-to-manage subset of a larger group. It's a subset of a broader population with similar traits (Kenton, 2021, viewed on www.investopedia.com, November 2021).

A sampling technique will be adopted to give a fair representation of the entire population of the assembly. The sample selected will bear some characteristics to appear as though the entire population of the company was used for the research. (Kenton, 2021, viewed on www.investopedia.com, November 2021).

A sample size of 44 employees will be contacted through questionnaires to gather information for this research. The breakdown of the sample size is as follows;

Sales – 20, Finance – 5, Supply Chain – 11, Shopper and Customer Marketing – 6, Human Resource – 3

3.5 Sampling Technique

Since the researcher cannot study the entire population, it is imperative to select an aspect of the population to study (Kenton, 2021). A sample is derived from the population and is a subset of the population and it involves the actual participants or respondents in the study (Kenton, 2021). There are two general approaches to sampling: probability and non-probability sampling.

Non-probability sampling was the sampling technique adopted to select respondents for the study. Under non-probability the following two will be used; purposive and convenience sampling. A purposive and convenience sampling technique will be used to select respondents.

In a qualitative research as this, purposive and convenience sampling, will provide me with strong theoretical reasons for my choice of respondents to be included in the sample. These techniques requires me the researcher to use my subjective judgements, drawing on theory researchers to use their subjective judgements, drawing on theory and practice to generate my sample and sample size.

Convenience sampling looks at the available persons to use in the study and the researcher will select respondents from the various departments at Beiersdorf Ghana Limited because they are available to the researcher, and they will be able to provide the researcher with the necessary information needed.

Purposive Sampling is a form of sampling where researchers rely on their own judgement when choosing members or respondents out of the main population to participate in a study. (Kenton, 2021, viewed on www.investopedia.com, November 2021). With this type of sampling, the researcher has a prior knowledge or understanding of the study and purposively chooses participants that he or she deemed appropriate to provide useful information for the study. Purposive sampling is used by researchers when they want to reach a certain subset of people, as all survey participants are chosen because they meet a specific profile. (Kenton, 2021, viewed on www.investopedia.com, November 2021) Purposive sampling can be done in several different ways. When generating the sample, all a researcher has to do is eliminate those who do not meet a specific profile. (Kenton, 2021, viewed on www.investopedia.com, November 2021)

3.6 Instrument for data Collection

Questionnaire was used to collect data for the study because it is flexible option to cover a number of respondents large enough for the analysis of results. Forty Four (44) questionnaires were distributed to 40 respondents. The questionnaire comprises of both open-ended and close-ended questions. Open-ended questions were used to enable respondents express themselves freely and also provide additional information. Close-ended questions on the other hand was used to obtain specific answers to questions.

To improve the likelihood of response, the questionnaire were formulated with easy to understand open and close-ended questions that would take an average five to ten minutes to complete.

3.7 Ethical Considerations

This study was conducted in an ethical manner, with strict adherence to ethical guidelines in line with Ghana Institute of Journalism's research ethical rules. Ethics in research dictates the general conduct of the research with respect to confidentiality, consent to participate, and anonymity of respondents as well as privacy (Bulmer, 2009).

Also, ethics requires researchers to be truthful to their subjects and avoid acts of deception and dishonesty (Bulmer, 2009). To this end, all participants for this study were made to participate voluntarily. Also, respondents will be duly informed of the rationale of the research, with further assurance of the confidentiality of the information they provide on the questionnaires. These ethical issues were duly followed to ensure that the study was fully compliant with the ethical standards.

3.8 Data Analysis Techniques

Data analysis is the systematic use of statistical and logical techniques to describe the scope of the data, modularize the data structure, condense the data representation, illustrate via images, tables, and graphs, and evaluate statistical inclinations, probability data, and derive meaningful conclusions. (Arora, 2021). This involves preparing data collected into some useful, clear and understandable information. Quantitative data analysis was used. The analysis was based on numerical data. The data here were presented in terms of measurement scales and can be further manipulated statistically. The data gathered were grouped into themes, discussed and analyzed in relation to the research objectives and questions, using SPSS and Microsoft Excel.

3.9 Chapter Summary

This chapter included methodologies, techniques, and procedures utilized to collect and analyze the study's essential data are discussed in this chapter. The research design, population and sample techniques, data collection tools, and data source are included.

The next chapter describes the research findings, respondents and clearly outlines the results of data collection and analysis.

CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSION OF DATA

4.0 Introduction

The data analysis, findings, and discussions are presented in this chapter. The analyses were carried out in order to meet the aims and to respond to the research questions posed in the introduction chapter. The study's major goal was to determine how internal communication affects employee performance at Beiersdorf Ghana Limited. The research also looked into the different internal communication channels used by Beiersdorf Ghana Limited to communicate with internal stakeholders.

4.1 Demographic Characteristics

The demographic characteristics looked at the age bracket of respondents, gender, educational qualification, number of years respondents have worked with the organisation under study, department of operation, and staff category. From the results, it was realized that majority of the respondents were males. Specifically, more than half (61.4%) were males while just half over a kind were females. Most of the respondents, more than four fifths (88.6%) were between the ages of 26 years and 39 years. A few (6.8%) were between the ages of 40 years and 50 years, and a few (4.5%) were also between the ages of 18 years and 25 years. Two fifth (45.5%) of the respondents have Bachelor's degree, while just over half (36.4%) have Master's degree, a few (6.8%) either have HND or Diploma, and a few (2.3%) have SSSCE or WASSCE, and finally, one in ten (9.1%) indicated they have other degrees. It can therefore be inferred that Beiersdorf Ghana Limited largely has very skilled employees, a situation likely to cause greater work output.

Again, the result also indicated that three quarters (72.7%) of the respondents have worked with Beiersdorf between 0 to 3years and are relatively new to the organisation. Just under a

third (22.7%) of the respondents have worked between 4 and 6 years, and one in ten (4.5%) have worked for more than 10 years.

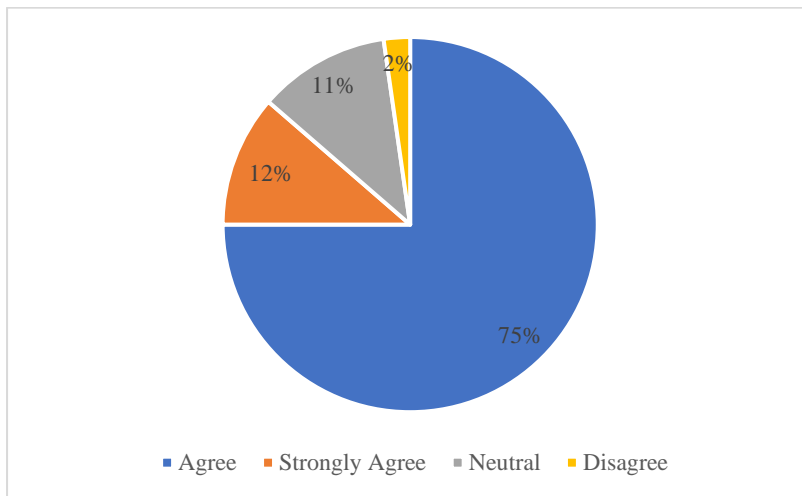
Most of the respondents, just over two fifths (40.9%) also worked at the Sales department, while the least number of respondents, a little under one in ten (6.8%) worked at the human resources department.

Finally, management staff involved in the survey were just over one third (36.4%), white collar staff were just over half (52.3%) , and external staff were one in ten (11.4%). The demographic staff of Beiersdorf staff selected for the study is provided in the table below.

Gender of respondents		
Gender	Frequency	Percent
Male	27	61.4
Female	17	36.6
Age bracket of respondents		
18-25yrs	2	4.5
26-39yrs	39	88.6
40-55yrs	3	6.8
Qualification of respondents		
BA/BSc	20	45.5
MBA/MSc/MA	16	36.5
HND/Diploma	3	6.8
SSSCE/WASSCE	1	2.3
Others	4	9.1
Duration of work for respondents		
0-3yrs	32	72.7
4-6yrs	10	22.7
10yrs & above	2	4.5
Department of respondents		
Sales	18	40.9
Supply Chain	11	25
Finance	5	11.4
Shopper and Customer Market	7	15.9
Human Resources	3	6.8
Staff Category of respondents		
White Collar	23	52.3
Management	16	36.4
External Staff	5	11.4

Source: Researcher's Field Data, 2021

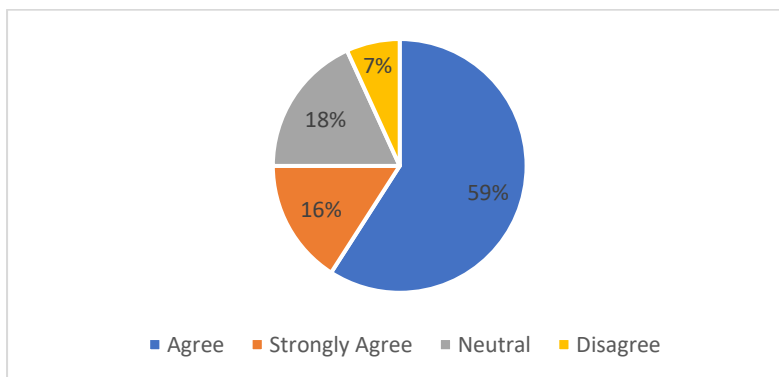
4.2 Employees at Beiersdorf say what they mean and mean what they say.



Source: Researcher’s Fields Data, 2021

From the findings, it was found that three quarters (75%) of the respondents agreed that employees at Beiersdorf mean what they say and say what they mean. Kacmar et al. (2003) and Neves and Eisenberger (2012) suggest that the case where employees do not mean what they say, accuracy and commitment to communication may be lacking. It also casts doubt on employees’ commitment to the implementation of management decisions, organizational goals and other forms of communications received for which they provided responses.

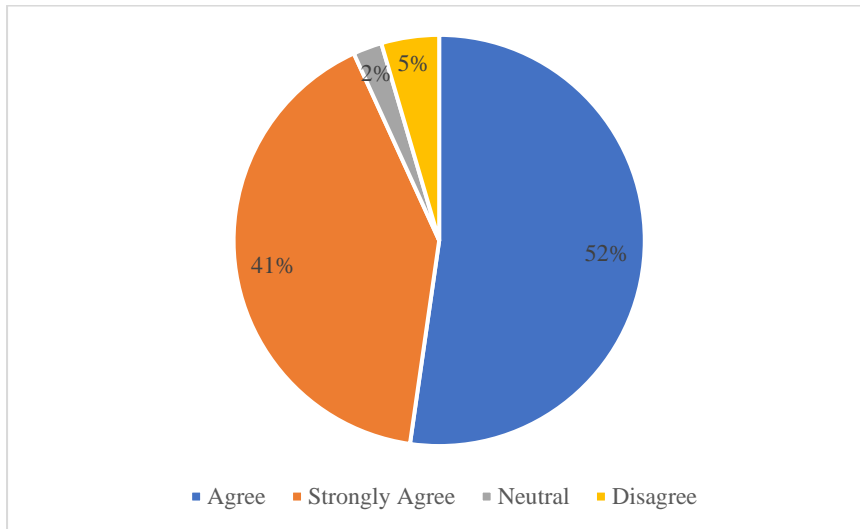
4.3 People In Top Management Say What They Mean And Mean What They Say



Source: Researcher’s Fields Data, 2021

The responses gathered from this question also indicated that over half of the respondents (59%) were of the view that top management at Beiersdorf mean what they say and say what they mean. This shows that top management put in much effort to ensure that information they send across is reliable and accurate.

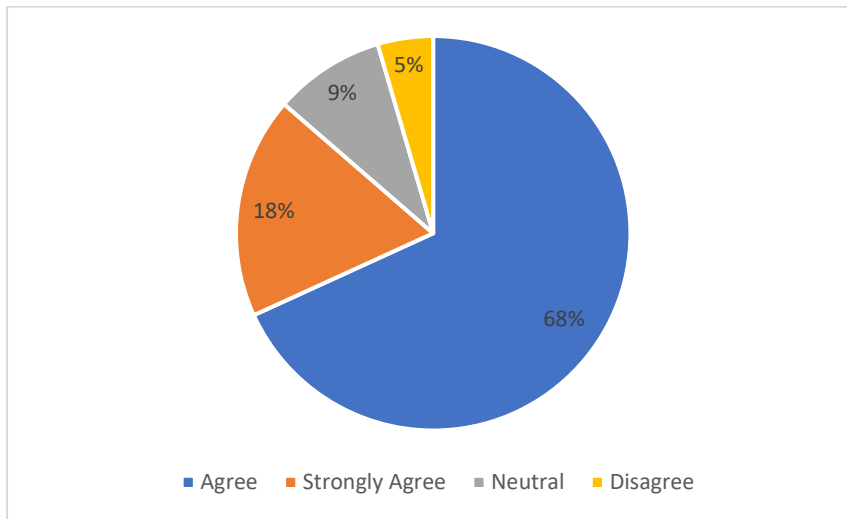
4.4 People in organisation are encouraged to be opened and candid with each other



Source: Researcher's Field Data, 2021

It was important to determine the level of openness among staff of Beiersdorf. Openness and candid information encourage two-way communication, proper feedback, and information accuracy. The results indicated that more than four fifths (92%) of the respondents either agreed or strongly agreed that staff of Beiersdorf are encouraged to opened and candid among themselves. Less than one in ten (5%) disagreed on this assertion, and less than one in ten (2%) were also uncertain. The findings indicated that there is high level of openness among the staff of Beiersdorf Ghana Limited, which is very important because it encourages information accuracy, proper feedback, and two-way communication among the staff and management.

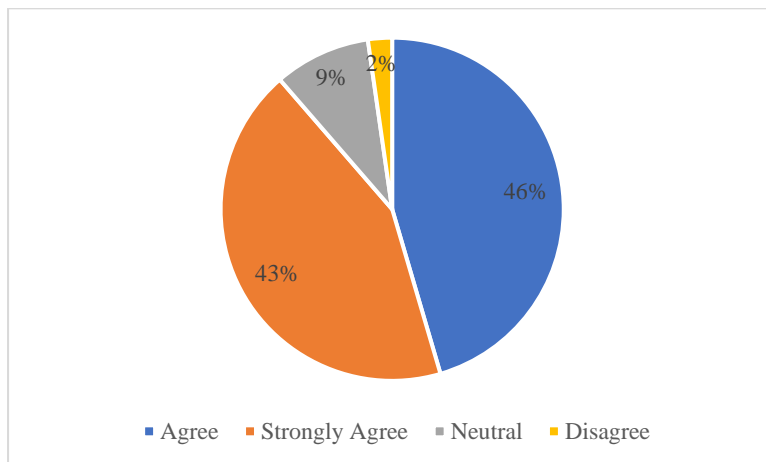
4.5 People in organisation freely exchange information and opinions



Source: Researcher's Field Data, 2021

Regular flow of information among employees improve employee's confidence, improve productivity, and ensure healthy relationship among staff. It was important to determine the level of free-flow of information and exchange of opinions among Beiersdorf's staff in Ghana. A total of 30 respondents representing just a little under seven out of ten (68%) agreed that staff of Beiersdorf freely exchange information and opinions, just a little under a fifth of the respondents (18%) were strongly in agreement with the assertion, while less than one in ten (5%) did not agree that free exchange of information and opinions are encouraged in the organisation. It was gathered from the responses that there is a regular flow of information among staff of Beiersdorf, and this will help improve productivity, improve employee confidence, and ensure healthy relationship.

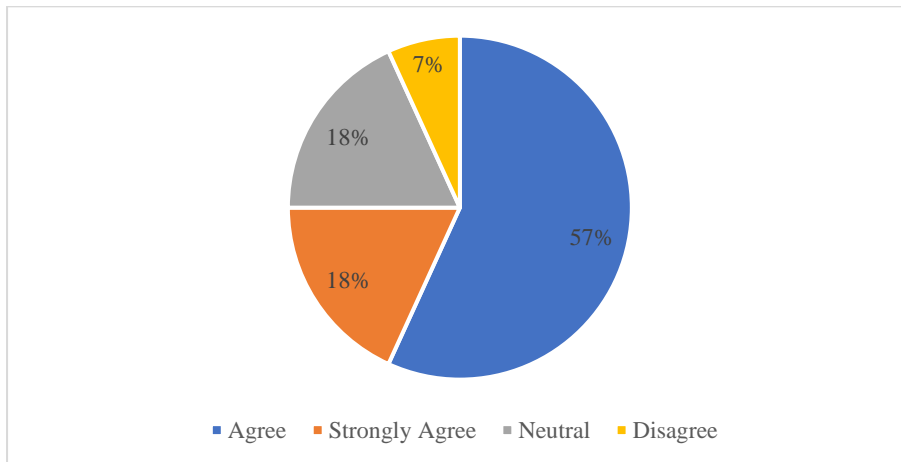
4.6 You are kept informed about how well organisational goals and objectives are being met.



Source: Researcher's Field Data, 2021

Employees are pushed to meet their target when they are constantly informed about the organisational objectives and how they are being met. This question was designed to find out if employees at Beiersdorf have an idea of the organisational goals and objectives and how these goals/objectives are being met. Thirty-nine (39) out of the 44 respondents representing more than four fifths (89%) either agreed or strongly agreed that they are kept informed about how well the organisational goals and objectives are being met, and finally less than a fifth of the respondents (9%) either disagreed or were uncertain about this question. Based on the findings, employees are likely to synchronize their actions and determine how successfully they will be able to fulfil the organization's goals and objectives because they are constantly informed about them.

4.7 Top management is providing you with the kinds of information you really need and want.

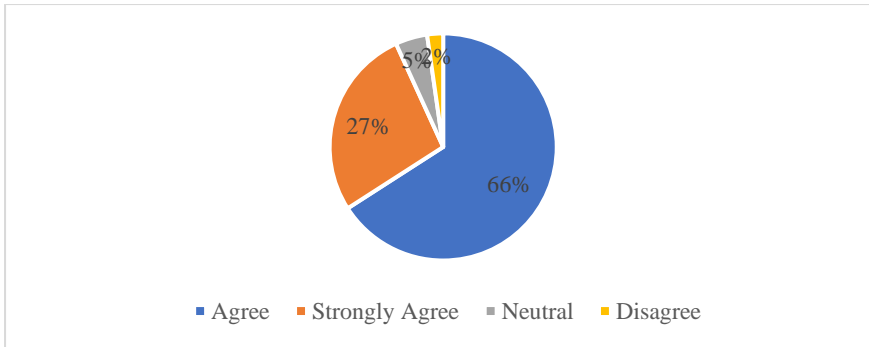


Source: Researcher's Field Data,2021

Regular flow of information and good information is believed, improves decision making, enhances efficiency and provides a competitive edge to an organisation. Based on this, it was important for the researcher to determine if management of Beiersdorf provide employees with the right information they need and want. Three quarters (75%) of the respondents either agreed or strongly agreed that management provide employees with relevant information. Less than a fifth of the respondents (18%) were neutral and a little under one (7%) in ten disagreed. The findings show that management put in their best to ensure that employees receive all the necessary information that make their work easier.

4.8 Communications from Other Departments Are Detailed and Accurate.

At the heart of a great work culture is communication. When employees are clear about what is expected of them, it boosts productivity, job satisfaction, resulting in positive work culture. Detailed and accurate communication builds effective team, facilitate growth of the organisation, and establishes transparency (www.mywestford.com). The researcher wanted to find out if communications from other departments of the organisation are detailed and accurate

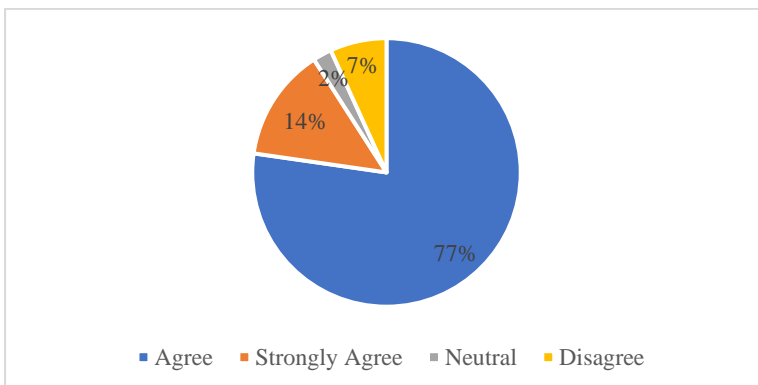


Source: Researcher’s Field Data, 2021

The findings indicated that there is accurate and detailed communication between departments at Beiersdorf. Less than seven out of ten (65%) of the respondents agreed that communication from other departments are detailed and accurate, while just under one quarter (27%) also strongly agreed on the assertion. The remaining respondents which is less than one in ten (2%) either disagreed or were neutral. The findings indicate that the flow of communication or information among employees of Beiersdorf is detailed and accurate, and this is expected to boost productivity, job satisfaction, and positive work culture in the organisation.

4.9 You Receive Information from The Sources That You Prefer (E.G. From Your Supervisors, Department Meetings, Co-Workers, and Newsletters).

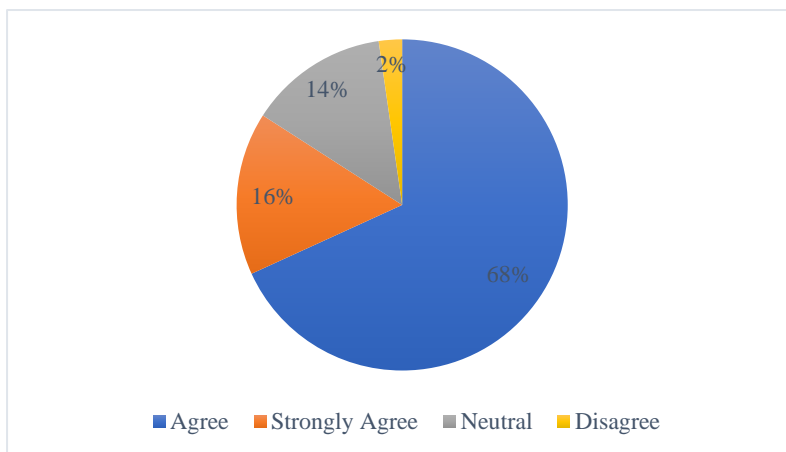
This question was to find out if employees receive information from the right sources which they would prefer to make their work easier, as well as helping them achieve their targets.



Source: Researcher’s Field Data, 2021

Employees receive the right information from their preferred sources according to the findings gathered from the respondents. More than four fifths (91%) of the respondents either agreed or strongly agreed that they receive information from the sources they want or need. While less than one in ten were (7%) either neutral or disagreed. This indicates that employees or staff of Beiersdorf Ghana Limited receive the right information from the right sources, which helps to make their work easy. Though majority of the respondents agreed with this question, it's important to resolve all issues which makes some of the employees unable to receive information from the right sources.

4.10 The Information You Receive from Other Departments Are Consistently Reliable.



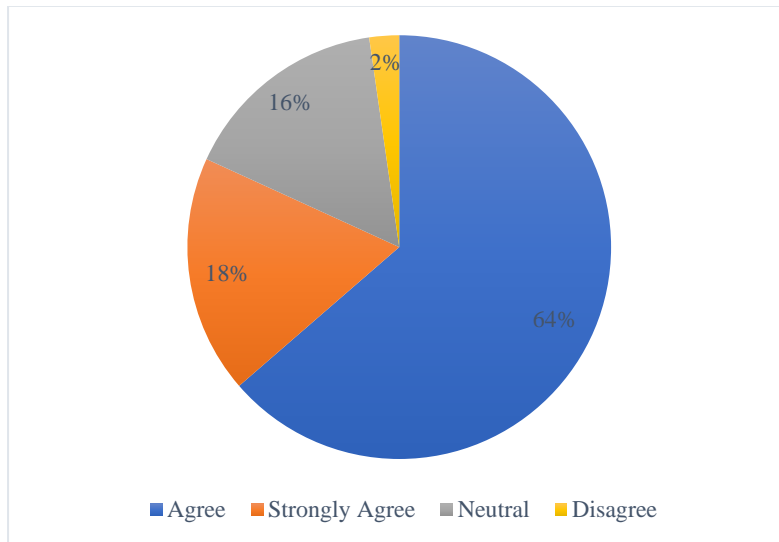
Source: Researcher's Field Data, 2021

It was therefore important to find whether the information sent across within departments at Beiersdorf is consistently reliable. It was revealed that majority of the respondents which is just a little over four fifths (84%) agreed or strongly agreed that the information they receive from other departments are consistently reliable. Though less than a fifth (14%) were uncertain, less than one in ten (2%) disagreed on the assertion that information received from other departments are reliable.

Communicating reliable information boils down to effective communication. Organisations that channel out reliable information to its employees and other stakeholders increases their

reputation and trustworthiness (www.mywestford.com). The findings show that employees at Beiersdorf Ghana Limited are provided with reliable information to make their work easier and also help them achieve their target.

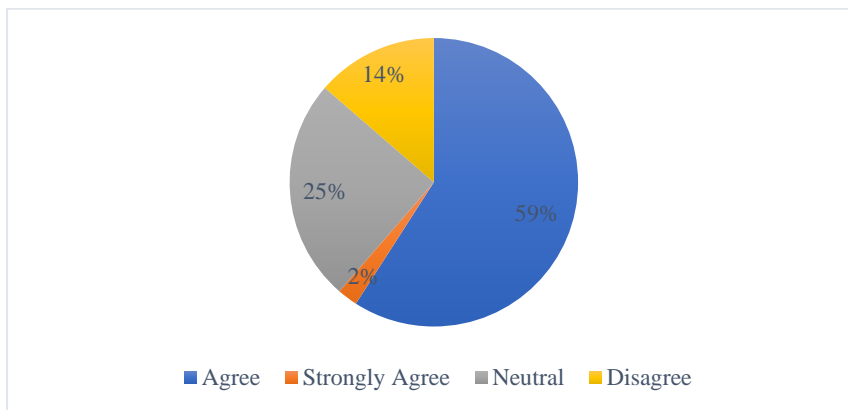
4.11 The directives that come from top management are clear and consistent



Source: Researcher's Field Data,2021

Giving clear and consistent directives help management to get a uniformed message across. The researcher sought to find out if top management at Beiersdorf issue clear and consistent directives to employees, which in turn help them achieve their target. Out of the 44 respondents, 28 representing a little over half (64%) of the respondent said they agreed that top management issue clear and consistent directives, 7 respondents representing a little under a fifth (18%) of the respondents strongly agreed, less than a fifth (16%) were neutral, while less than one in ten (2%) disagreed. The findings showed that management at Beiersdorf try to issues consistent and clear directives to employees, which is a powerful tool to drive action in the organisation.

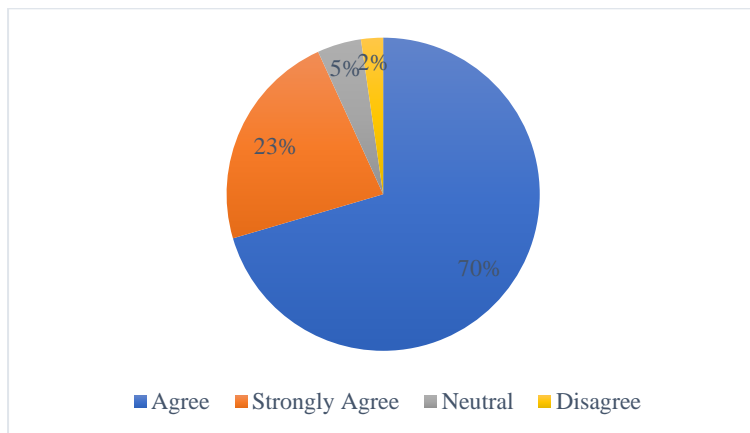
4.12 Your job is not delayed because you get the information you need.



Source: Researcher's Field Data,2021

It is important for employees to receive timely information they need to complete their task. The findings gathered from this question indicated that employees at Beiersdorf received timely information they need to help them complete their task and achieve target. Though majority of the respondents which is over half of the respondents (61%) either agreed or strongly agreed that their jobs are not delayed because they get the information they need, a significant percentage which is less than a fifth (14%) disagreed on the assertion. This shows that they are a number of employees whose jobs are delayed because they did not receive timely information, they need to complete their task. Management must therefore work on providing timely information to their employees to help them complete their tasks on time.

4.13 Most of The Information You Receive from Your Line Management Is Detailed and Accurate.



Source: Researcher’s Field Data,2021

The findings found that line managers provide accurate and detailed information to employees. Seven out of ten (70%) respondents agreed that line managers provide accurate and detailed information, a little over a fifth (23%) of the respondents strongly agreed, and finally, less than one in ten (5%) of the respondents either disagreed or were neutral.

Detailed and accurate communication/information builds effective team, facilitate growth of the organisation, and establishes transparency (www.mywestford.com). Line managements are responsible for providing all the necessary information their team members need to do their job perfectly. Though majority of the respondents agreed to this, it’s likely that, information shared by Line Managers could be inaccurate and delayed at times. It was therefore important to find out if line managers at Beiersdorf provide accurate and detailed information to their members.

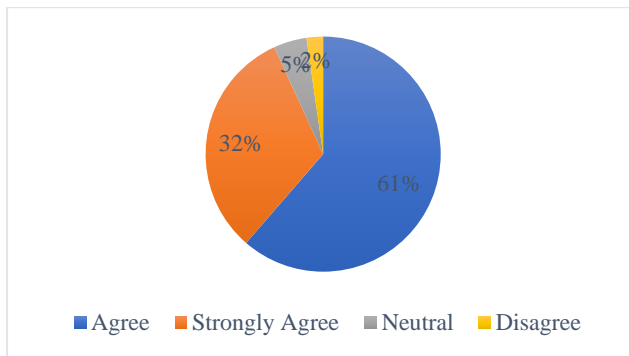
Part 3: Employee Performance

This section of the research question was designed to help the research measure or find out how internal communication influence employee performance.

4.14 I am able to meet target periodically

Variable	Frequency	Percentage
Agree	27	61
Strongly Agree	14	32
Neutral	2	5
Disagree	1	2
Total	44	100

Source: Researchers Fields Data, 2021



Source: Researcher's Field Data, 2021

The findings indicated that majority of the respondents, 41 representing more than four fifths (93%) of the respondents were of the view that they were able to achieve their target periodically, a situation which is made possible because of effective internal communication at Beiersdorf Ghana Limited. Less than one in ten of the respondents also disagreed or uncertain.

4.15 I am able to provide best customer care

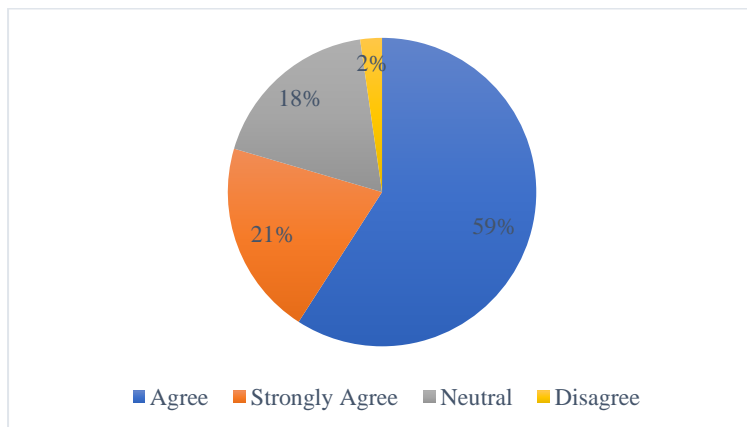
Variable	Frequency	Percentage
Agree	31	70
Strongly Agree	6	14
Neutral	6	14
Disagree	1	2

Total	44	100
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Source: Researcher’s Field Data, 2021

The table above shows that out of the 44 respondents, 31 representing three thirds (70%) of the respondents agreed that they are able to provide best customer care to their customers, which shows that they are able to perform well in their line of duties. Six (6) respondents representing less than a fifth (14%) also strongly agreed, and finally just below a fifth (2%) also disagreed or were neutral on the question. Management is likely to ensure every employee receives the necessary information to help them serve customers well or provide the best customer care.

4.16 I am able to provide clients and distributors with accurate information about our products.



Source: Researcher’s Field Data, 2021

The findings gathered from this question indicated that employees at Beiersdorf are able to provide clients and distributors with accurate information about the company’s products. Just over half (59%) of the respondents agreed that they are able to provide accurate information about the company’s products, just a little over a fifth (21%) of the respondents strongly agreed, and a fifth (20%) were uncertain or disagreed.

Part 4: Communication Channels

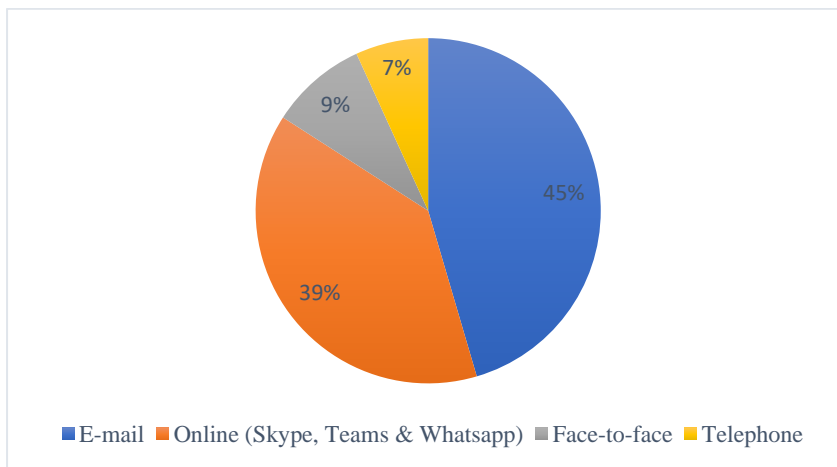
This section of the question was designed to help determine effective communication channels employed at Beiersdorf Ghana Limited.

4.17 What channels of communication are frequently used?

The researcher wanted to determine the channel of communication frequently used at Beiersdorf Ghana Limited.

Variable	Frequency	Percentage
E-mail	20	45
Online (Skype, Teams & WhatsApp)	17	39
Face-to-face	4	9
Telephone	3	7
Total	44	100

Source: Researcher Filed Data, 2021

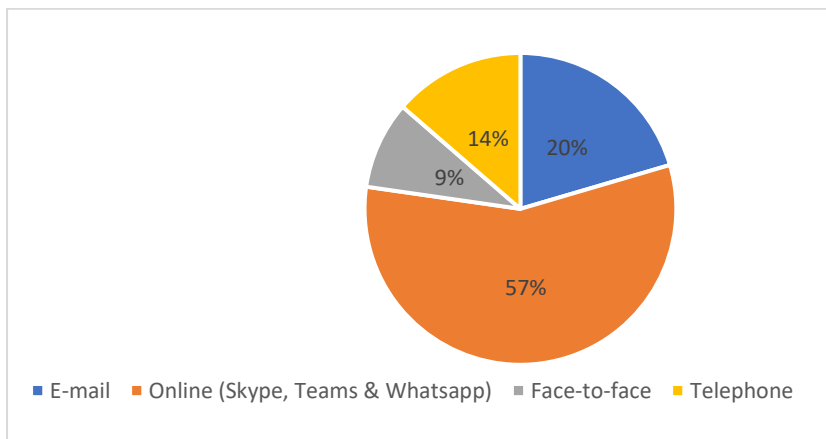


Source: Researcher's Field Data, 2021

It was found out that E-mail is the most frequent used communication channel at Beiersdorf. Out of the 44 respondents, 20 representing almost one fourth (45%) said the organisation mostly use E-mail to communicate, 17 representing a little over one third (39%) said Online platforms such Skype, Microsoft Teams, and WhatsApp are frequently used to communicate, A few (9%) also said employees and management mostly communicate directly with each

other, that is, face-to-face communication, while a few (7%) also selected telephone as the most frequently used communication channel. There are various channels of communication being used at Beiersdorf Ghana Limited. Face to Face would likely have been the most frequently used channel for communication but at the time of this research, the COVID Pandemic had changed the various forms of working and channels of communication in the organisation.

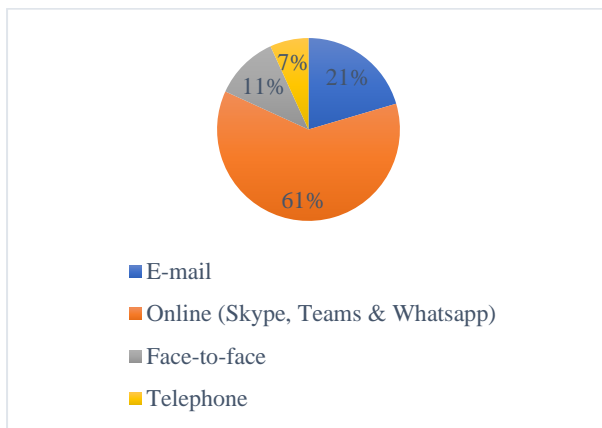
4.18 Through what channels do you communicate with line manager?



Source: Researcher Field Data, 2021

Almost three thirds of the respondents (61%) responded that they communicate with their line managers through Online platforms such as WhatsApp, Microsoft Teams, and Skype. A little above one tenth (20%) stated that they use E-mails to communicate with line managers, 14% said telephone, and a few (9%) said they communicate through face-to-face. From this we can deduce that online form of communication is involving rapidly mainly because the world is gone digital and also due to the recent world pandemic, many new ways of working efficiently have been discovered.

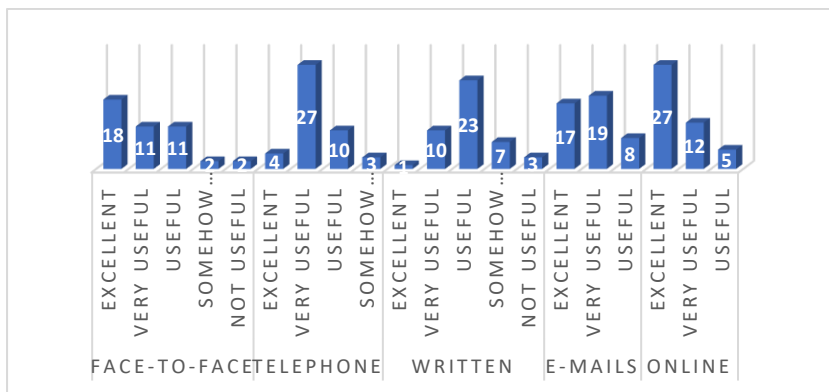
4.19 Through what channels do you communicate with co-workers?



Source: Researcher’s filed Data

The findings indicated that majority of employees a little over half of the respondents (61%) communicate among themselves through, WhatsApp, Skype, or Microsoft Teams. A little over a quarter (21%) said they communicate through E-mails, A little over one tenth (11%) stated they communicate through face-to-face, and a few (7%) said they communicate through telephone. the finding shows that the use of social media tools like what’s App and Skype are mostly used between colleagues. This is likely so because information shared through such channels are easy and fast and feedback is also generated on time.

4.20 Measuring the usefulness of the following communication channels at Beiersdorf Ghana Limited.



Source: Researcher’s Field Data, 2021

The responses gathered from the respondents show the effectiveness of each of the communication channels used at Beiersdorf Ghana Limited. With face-to-face, almost one fourth (40.9%) out of 44 respondents indicated it is an excellent communication channel, while a few (4.5%) 2 respondents said it is not useful. Again, a more than half of the respondents (61.3%) said telephone is very useful communication used at Beiersdorf while 4 people said it is excellent and A Few (0.05%) people said it is somehow useful. In conclusion, majority of the respondents stated that the five major communication channels – face-to-face, telephone, written, e-mails, and online platforms, are either excellent or very useful or effective communication channels. Only a few stated that they are either useful or somehow useful.

4.20 Discussion of Results

Beiersdorf Ghana Limited has a good internal communication system, according to the study's findings. Horizontal communication's capacity to increase information flow and dedication to duty through coordinating assigned duties, solving difficulties, and resolving disagreements (Tubbs and Moss, 2008) necessitates open and candid perspectives being exchanged within and among employees. According to the findings, management pays close attention to the type of information they send out. According to the findings of the study, the accuracy of information is a top priority in the organization.

The study indicates that information is shared regularly among employees, from management to employees, and from line managers to employees.

In terms of performance, the survey found that Beiersdorf staff are able to meet their targets on a regular basis, provide vital information to clients, and provide correct information to distributors.

Electronic mails, phone calls, face-to-face meetings, written memos, and online platforms including *WhatsApp*, *Teams*, and *Skype* were also found to be the most effective and frequently utilized communication methods at Beiersdorf.

The survey found that there is a frequent and timely exchange of information among Beiersdorf employees and management that helps everyone reach their goals. This shows the employees' and management's unity and harmonious coexistence.

The interconnectivity of the many parts that make up the system is promoted by systems theory (Bertalanffy, 1988; Booth, 1986; Weckowicz, 2000). This is necessitated by the establishment of structures such as groups, departments, and units, among others (Miller, 2009).

Competition among teams and departments, on the other hand, may stymie the effectiveness of a systems style of communication (Greenberg and Baron, 2008; and Tubbs and Moss, 2008). Employees should be allowed to freely share knowledge and thoughts in order for systems to function well. Because trust and appropriateness foster healthy actions, seamless interaction, and excellent job results, this is the case.

Information sufficiency and correctness are critical components of efficient communication, which leads to increased effectiveness, productivity, and output (Allen, 1992; Rhoades and Eisenberger, 2002; Anchor, 2009). Furthermore, wholeness, succinctness, transparency, accuracy, and concreteness of the information supplied are all needed for optimal communication.

The findings revealed that communication completeness, conciseness, and reliability have a substantial impact on the employee effectiveness. As a result, in downward communications, all necessary and desired information must be made accessible. Understanding what to do and how to do it properly motivates people to stick to their responsibilities and increases their performance.

Chapter Summary

This chapter described and analysed the research findings, respondents and clearly outlined the results of data collected.

The next chapter discusses recommendations for further studies and the contribution this study makes to literature. It spells out the limitations of the study and Conclusion.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

This chapter presents the research outcome, offers some inferences, and offers some helpful recommendations to the organisation used as case study. It is critical to provide an overview of the results at this point in order to have an in-depth picture of the exercise.

5.1 Summary of Major Findings

Using Beiersdorf Ghana Limited as a case study, this study examined the impact of internal communication on employee performance. The research focused on the communication systems accessible in Beiersdorf. It also influenced staff performance at Beiersdorf. Primary Data was used. Purposive sampling was used to select a sample of 44 Beiersdorf Ghana a Limited employees. In the analysis, tables and charts were used. Several communication systems are used at Beiersdorf, according to the findings.

Both formal and informal channels are accessible. Face-to-face, telephone, written (memos), email, and online platforms such as *WhatsApp*, *Microsoft Teams*, and *Skype* are among the modes of communication mentioned by respondents.

It was found that Beiersdorf personnel's performed admirably. This is due to their ability to reach their targets on a regular basis, give the greatest customer service, and provide distributors and other stakeholders with accurate, precise, and required information.

Employees also rated *WhatsApp*, *Skype*, and *Microsoft Teams* to be the most useful and effective communication channels, despite using face-to-face, telephone, written (memos), and email often.

5.2 Recommendations For Further Studies

As the study discovered a link between good communication and employee performance, increased efforts should be made to ensure that information offered by management is detailed and understandable. Other communication channels, such as the usage of notice boards, can also be explored. Furthermore, communication through email and the internet must be improved.

Employee performance can be improved even more if communication barriers are eliminated or maintained to a minimum. Both management and staff must handle information inaccuracies produced by exclusions and misleading, in particular. To reduce or eliminate selective learning, there should be less interruptions during conversations.

Furthermore, management must prevent communication saturation, which diminishes communication clarity. Even while open and honest communication is encouraged, it is preferred that it be done with civility and thoughtfulness, rather than malice or bias.

Employees will be less stressed if information is delivered on time, which will increase efficiency, effectiveness, productivity, and output. When information is supplied on time, it allows for the search for clarity in order to assure concreteness and accuracy.

Lastly, it is necessary to encourage feedback. The flow of information should not only be downward, but also upward. Understanding, compatibility, the exhibition of positive behaviours, the smoothness of communication, the production of positive outcomes, the elicitation of positive non-verbal communication, and ensuring that employees adapt to the messages presented will all emerge from this.

5.3 Recommendation for Policy.

This study recommends to Beiersdorf and another organisation resolute in its policy making on improving employee performance through internal communication the following

Communication in the organisation should be clear, concise, consistent, detailed, and timely. Internal communication is by far the most valuable tools in the growth and success of any organisation. Effective internal communication is how employees and management interact among each other to realise organisational goals and be more aligned with the core values of the organisation. Communication should therefore be clear, concise, consistent, detailed and timely to improve organisational practices, eliminate silos, keep employees informed and reduce errors.

Promote open communication and Feedback sessions. In our Ghanaian setting, open communication is not entirely welcomed. In our cultural setting, the adult is always right, and the child is not expected to talk back at an adult. Similarly, in most organisations' communication is only one way which is often Top to down Communication. Employees must be encouraged to be open and be able to speak up in communicating to their superiors at work. In so doing, healthy working environment will be promoted, and employees will be motivated in giving off their best and overall promote organisational growth.

Clear goals and objectives must be set for employees at the beginning of the business year and reviewed at the end of the business year. Goals and objectives for every employee must be clearly spelt out to the employee by their manager at the beginning of the business year and the commencement of any business project to enable the employee better understand what is required of him or her and further seek clarity if need be. This will foster business growth and a healthy working relationship between managers and subordinate as roles and expectations are clear and understandable for both parties.

Some Online channels of communication must be recognised for work approvals. In a time were the world is now digital and facing a global pandemic, internal communication has changed as most of the working force are currently working remotely or working from home.

Getting approvals for work related things should be made digitally as gradually Face – to - Face Communication is fading out. Approvals are very important and should therefore be timely to efficiently run the business process. Manuel approvals are now slowing down business processes

5.4 Limitations of The Study

Due to the COVID 19 Global pandemic, the Staff of Beiersdorf Ghana Limited are made to work from home so reaching them with the questionnaire proved difficult. This caused the researcher to change from printing out questionnaires to conducting an online survey using google forms.

5.5 Conclusions

Using Beiersdorf Ghana Limited as a case study, this research examined the impact of internal communication on employee performance. The study looked at Beiersdorf's communication systems, evaluated employee performance, and selected the most helpful communication channel from the employee's perspective.

Face-to-face, telephone, written memos, email, *WhatsApp*, *Skype*, and *Teams* are among the most commonly utilized communication systems, according to the findings, with *Skype*, *WhatsApp*, and *Teams* being the most useful channels of communication. Employees at Beiersdorf Ghana Limited also performed admirably, according to the study's findings. The findings demonstrated the impact of consistent, concrete, and full communication on employee performance at Beiersdorf Ghana Limited.

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APPENDIX

THE ROLE OF INTERNAL COMMUNICATION ON EMPLOYEE PERFORMANCE SURVEY

Hello, I am a graduate researcher at the Ghana Institute of Journalism conducting a study on *“The Role of Internal Communications on Employee Performance. A Study on Beiersdorf Ghana Limited.”*

This survey is designed to measure effective communication in an organisation and how internal communication influences employee performance. The survey focuses on aspects of internal communication that have a direct link to the day – to - day activities and related works in the organisation. I would like to know how effective communication is in the organization and the impact it’s had on your work as an employee.

Please take a few minutes to complete the attached Questionnaire. Respond in terms that describe your organisation as it is today. It is important that you respond openly and honestly to the survey for accurate results. Your responses will be treated **confidentially** and will only be presented as part of the overall data.

Thank you for your participation.

Akosua Adu Boahene

MA Public Relations

GIJ School of Graduate Studies and Research.

PART I: DEMOGRAPHIC DATA

1. Gender: Male [] Female []
2. Age: 18-25 [] 26-39 [] 40-55 [] 56 & above []
3. Qualification:
G.C.E. O & A Level []
SSSCE/WASSCE []
HND/Diploma []
BA/BSc []
MBA/MSc/MA []
Others please (specify).....
4. How long have been an employee of Beiersdorf Ghana Limited?
0 - 3 years []
4 - 6years []
7 - 9years []
10 years and above []
5. What is your department of operation?.....
6. Staff category
Management []
Senior []
Junior []
Contract []

PART II: MEASURING EFFECTIVE COMMUNICATION AT BEIERSDORF

Please rate the following statements according to how you feel about the quality of communication at Beiersdorf Ghana Limited. Indicate your choice by selecting between **Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), and Strong Agree (SA)**

1. Employees at Beiersdorf Ghana Limited say what they mean and mean what they say []
2. People in top management say what they mean and mean what they say []
3. People in this organization are encouraged to be really open and candid with each other []
4. People in this organization freely exchange information and opinions []

5. You are kept informed about how well organizational goals and objectives are being met []
6. Top management is providing you with the kinds of information you really want and need []
7. Communication from other departments are detailed and accurate []
8. You receive information from the sources that you prefer (e.g. from your superiors, department meetings, co-workers, newsletters []
9. The information you receive from other departments are consistently reliable []
10. The directives that come from top management are clear and consistent []
11. Your job is not delayed because you get the information you need []
12. Most of the information you receive from your manager is detailed and accurate []

PART III: EMPLOYEE PERFORMANCE

To what extent do you agree or disagree to the following statements as indicators to your performance at Beiersdorf? Indicate your choice by selecting between Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), and Strong Agree (SA)

1. I am able to meet targets periodically []
2. I am able to provide best customer care []
3. I am able to provide distributors and clients with accurate information about our products []

PART IV: COMMUNICATION CHANNELS

1. What channels do you frequently use?
Face-to-face [] Telephone [] Written (Memos) [] E-mail/internet []
2. Through what channels do you communicate with direct supervisor?
Face-to-face [] Telephone [] Written (Memos) [] E-mail/internet []
3. Through what channels do you communicate with co-workers?
Face-to-face [] Telephone [] Written (Memos) [] E-mail/internet []
4. How do you measure the extent of usefulness of the following channels at Beiersdorf Ghana Limited? Indicate your choice by ticking under the given options.

	Excellent	Very useful	Useful	Somehow useful	Not useful
Face-to-face					
Telephone					
Memos					
E-mail/internet					

5. Kindly indicate what should be done to improve employee performance through internal communication.

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6. Do you have anything else to say?

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THANK YOU VERY MUCH FOR YOUR VIEWS AND YOUR TIME.