



SCHOOL OF GRADUATE STUDIES AND RESEARCH (SoGSaR)

FACULTY OF BUSINESS AND STRATEGIC COMMUNICATION (FoBSC)

**AN ANALYSIS OF THE RELATIONSHIP BETWEEN INTERNAL COMMUNICATION
FREQUENCY AND EMPLOYEE PERFORMANCE: A CASE STUDY OF THE GHANA
MARITIME AUTHORITY**

BY

LUCINDA NAA DEEDEI KOME

MASPRM24035

**A DISSERTATION SUBMITTED TO THE UNIVERSITY OF MEDIA, ARTS AND
COMMUNICATION (UniMAC), INSTITUTE OF JOURNALISM, IN PARTIAL
FULFILMENT OF THE AWARD OF MA IN STRATEGIC PUBLIC RELATIONS
MANAGEMENT**

SUPERVISOR: DR. ALBERT ANANI-BOSSMAN

NOVEMBER 2025

DECLARATION BY STUDENT

I declare that this work is the result of my own independent research and has not been submitted, in whole or in part, for the award of any other degree or qualification at this or any other institution of higher learning. I also confirm that all sources of information used or cited have been duly acknowledged and fully referenced.

Lucinda Naa Deedei Kome

MASPRM24035



25/11/2025

Student

Index number

Signature

Date

CERTIFICATION BY SUPERVISOR

This dissertation has been prepared and presented under my supervision according to the guidelines for supervision and formatting of dissertation laid down by the University of Media, Arts and Communication-Institute of Journalism, UniMAC-IJ.

Dr. Albert Anani-Bossman



24/11/2025

Supervisor

Signature

Date

DEDICATION

This research is dedicated to my lovely family, my Husband (Dr. Kwame Dotse) for his unwavering support, patience, sacrifice and belief in me, that made this journey possible and to my beloved girls (Danielle-Grace and Zoë-Grace) who are my greatest joy and motivation behind all my endeavors.

ACKNOWLEDGEMENTS

I would like to express my deepest gratitude to the many individuals who supported me throughout the process of writing this thesis.

I am profoundly grateful to my supervisor, Dr. Albert Anani-Bossman, for his unwavering guidance, expertise, and patience. His insightful critiques, dedicated availability, and genuine enthusiasm for this research were instrumental in shaping this work from its initial concept to its final form.

I would like to extend sincere appreciation to the dedicated staff of the Ghana Maritime Authority. Specifically, my gratitude to the PR Unit staff members and National Service Personnel for their generous support and cooperation. Their contributions were vital to the practical success of this research.

My thanks also go to my dedicated colleagues particularly Ohana Level Mates for the stimulating discussions, collaborative spirit and moral support that made the long hours on WhatsApp significantly more productive.

Finally, I would like to thank the Kome Family and all my friends for their continued support.

TABLE OF CONTENT

DECLARATION BY STUDENT	i
CERTIFICATION BY SUPERVISOR	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	vi
CHAPTER ONE	1
1.0 Introduction	1
1.1 Background and Context of the Study	1
1.2 Statement of the Problem	3
1.3 Research Objectives	4
1.4 Research Questions	5
1.5 Scope of the Study	6
1.6 Rationale of the Study	7
1.7 Significance of the Study	7
1.8 Organisation of the Study	8
1.9 Chapter Summary	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.0 Introduction	10
2.1 Theoretical Framework	10
2.1.1 Media Richness Theory (MRT)	10
2.1.2 Communication Accommodation Theory (CAT)	11
2.1.3 Relevance of Theories to the Study	12
2.2 Conceptual Review	13
2.2.1 Internal Communication	13
2.2.2 Employee Performance	13
2.2.3 Communication Frequency	14
2.2.4 Communication Channels and Methods	14
2.3 Empirical Review	14
2.4 Research Gap and Conceptual Linkage	18
2.5 Chapter Summary	20
CHAPTER THREE	21

RESEARCH METHODOLOGY	21
CHAPTER FOUR.....	32
DATA PRESENTATION, ANALYSIS, AND DISCUSSION.....	32
4.0 Introduction.....	32
4.1 Demographic Characteristics of Respondents.....	32
4.2 Frequency of Internal Communication at GMA.....	34
4.3 Employee Performance at GMA	36
4.4 Relationship between Internal Communication Frequency and Employee Performance	37
4.5 Results of Hypothesis Testing	40
Hypothesis 1: Relationship between Internal Communication Frequency and Employee Performance	40
Hypothesis 2: Effect of Frequent Communication on Task Clarity, Timeliness, and Work Quality	41
Hypothesis 3: Differences in Communication-Performance Relationship Across Staff Levels	42
4.6 Discussion of Findings	43
4.6.1 Communication Frequency and Employee Engagement	43
4.6.2 Communication Frequency as a Determinant of Performance	44
4.6.3 Multi-Channel Communication and Organizational Effectiveness.....	45
4.6.4 Consistency Across Hierarchical Levels	47
4.6 Chapter Summary	48
CHAPTER FIVE	49
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS.....	49
5.0 Introduction.....	49
5.1 Summary of the Study	49
5.2 Conclusions.....	50
5.3 Recommendations	51
5.4 Suggestions for Further Research	52
Reference	55
Appendix.....	62

ABSTRACT

This study examines the relationship between internal communication frequency and employee performance at the Ghana Maritime Authority (GMA). Utilizing a quantitative approach with a descriptive and correlational survey design, data were collected from 100 staff members via stratified random sampling. A structured questionnaire measured perceptions of communication frequency and self-reported performance indicators. Statistical analyses, including Pearson correlation and multiple regression, were conducted using SPSS. The findings reveal a strong, positive, and statistically significant relationship between internal communication frequency and employee performance, with communication frequency accounting for a substantial portion of the variance in performance outcomes. Employees who experienced more frequent and regular communication reported higher levels of task clarity, timeliness, quality of work, and overall engagement. The study concludes that consistent, transparent, and well-structured internal communication is a critical driver of employee efficiency, motivation, and alignment with organizational goals within the safety-sensitive and regulatory context of GMA. Recommendations include institutionalizing routine multi-channel communication, enhancing two-way enhancing feedback mechanisms, and providing supervisory training to sustain and improve performance. This research contributes to the limited empirical literature on communication frequency in Ghana's public sector, offering practical insights for organizational effectiveness.

Keywords: Internal Communication, Communication Frequency, Employee Performance, Ghana Maritime Authority, Organizational Communication, Public Sector Ghana, Employee Engagement, Media Richness Theory, Communication Accommodation Theory.

CHAPTER ONE

1.0 Introduction

This chapter introduces the study on the relationship between internal communication frequency and employee performance, focusing on the Ghana Maritime Authority (GMA). It covers the background and context of the study, statement of the problem, research objectives and questions, scope, rationale, significance, organisation of the study, and a chapter summary.

1.1 Background and Context of the Study

Internal communication is the exchange of information, ideas, and feedback among organisational members through both formal and informal channels. It shapes coordination, clarifies roles, supports decision-making, and fosters trust, while poor or inconsistent communication leads to ambiguity, weak collaboration, and reduced performance (Charles et al., 2021; Okunade, 2025). Scholars often highlight three interrelated dimensions of internal communication: frequency (how often information is shared), directionality (vertical, horizontal, or diagonal exchanges), and channel and quality (formal vs. informal modes and the clarity, timeliness, and relevance of messages) (Ababio et al., 2024). The interaction of these dimensions determines effectiveness. Frequent but one-way top-down communication, for instance, may disengage employees, while timely two-way exchanges foster inclusion, ownership, and stronger performance (Jiang & Shen, 2023; Hadziahmetovic & Salihovic, 2022).

Among these dimensions, frequency plays a particularly critical role. Timely and regular communication reduces information gaps, speeds up feedback loops, and ensures alignment

around organisational priorities, especially in dynamic or safety-sensitive environments. However, frequency alone is insufficient; if poorly managed, it can overwhelm employees with irrelevant information and reduce focus on critical tasks (Charles et al., 2021; Ababio et al., 2024). Thus, the value of frequency lies in how well it is balanced with relevance, clarity, and feedback.

Empirical studies consistently show that effective communication systems frequent, transparent, and feedback-driven are associated with higher employee engagement, satisfaction, and task performance (Jiang & Shen, 2023; Hadziahmetovic & Salihovic, 2022). Common measures include meetings, bulletins, email exchanges, response times, and supervisor assessments, which link directly to productivity, timeliness, and accuracy (Jacobsen et al., 2021). However, in many public sector organisations, communication is hindered by bureaucratic hierarchies, centralised authority, limited digital tools, and weak feedback loops. These barriers slow responsiveness, reduce motivation, and make frequency ineffective unless paired with participatory mechanisms (Jacobsen et al., 2021; Ababio et al., 2024; Sibeko, 2022).

These are common problems of Ghana's public institutions, wherein few channels and delay consistently infuriate staff and compromise service delivery. The case of the maritime sector is more critical. Maritime business involves rigid compliance with regulations, cooperation among units, and quick response to danger; communication breakdowns, like vague instructions, delayed information, or failure to respond to questions, have direct operational and safety implications.

In spite of increasing literature on internal communication in organizations in Ghana, relatively limited empirical attention has been put on the frequency aspect, especially in the case of the Ghana Maritime Authority (GMA). Information flow uncertainty and poor feedback loops have

been documented (Sibeko, 2022), though little is known regarding the communication frequency, as well as its effect on employee performance in a safety-critical setting such as the GMA. This gap makes a call for some research that investigates the communication frequency as a salient determinant of employees' performance in the Authority (Ababio et al., 2024; Jacobsen et al., 2021).

1.2 Statement of the Problem

Internal communication is generally recognized as an organisational tool that impacts the employee motivation, employee performance, and organisational performance (Mbhele & De Beer, 2021; Abduraimi et al., 2024). This recognition notwithstanding, most public sector organisations, such as the Ghana Maritime Authority (GMA), continue to have communication inefficiencies. They typically manifest as arbitrary, vague, or predominantly one-way communications that limit the freedom of workers to make decisions in a timely manner, work together collectively, and move with institutional aims (Asare, 2025). Evidence suggests that such defects have a high correlation with low staff morale, communication failure, reduced work satisfaction, and ineffective policy implementation (Elegbe et al., 2021). For GMA, they are not merely administrative oversights but also threats with immediate impact on regulatory control, mission performance, and safety of operations.

Available reports highlight recurring gaps in GMA's communication system. Internal and external audits have identified sharing information late, poor feedback mechanisms, and excessive dependence on formal hierarchical channels as serial sources of impediment to effective coordination (Sibeko, 2022). These weaknesses are more than mere procedures: they slow down decision-making, reduce efficiency, and constrict employees' response to emergent maritime threats (Mazzei & Ravazzani, 2015). To an organization responsible for ensuring

maritime security and safety, such delays risk undermining international compliance and stakeholder trust.

On the national level, Ghana's maritime administration is already made complex by replicated mandates between institutions and interagency coordination problems (Agyekum et al., 2024). Within GMA itself, however, the issue is compounded by inconsistencies in communication frequency and timeliness between units and staff. These gaps underemphasize collaboration, deny workers adequate priorities, and undermine motivation. These include training and capacity development to solve communication problems, although this has been irregular, with parts of the staff still uncertain of roles and expectations (Umo-udo et al., 2025).

Despite the documented importance of internal communication for organisational performance, there is little empirical evidence on how communication frequency, as distinct from quality or channel choice, shapes employee performance within GMA (Ahakwa et al., 2021; Dzanku et al., 2022). This gap is significant because frequency governs tempo of coordination and responsiveness in a high-stakes operations environment. Bridging this gap is thus imperative, not only to enhance employee performance, but to preserve the Authority's ability to meet its safety and regulatory obligation.

1.3 Research Objectives

The objectives of this study are:

1. To examine the extent to which the frequency of internal communication influences employee engagement at the Ghana Maritime Authority (GMA).
2. To assess how the frequency of internal communication affects employee performance at GMA.

3. To identify the internal communication channels most frequently used and preferred by employees at GMA.

1.4 Research Questions

This study seeks to answer the following questions:

1. To what extent does the frequency of internal communication influence employee engagement at GMA?
2. How does the frequency of internal communication affect employee performance at GMA?
3. Which internal communication channels are most frequently used and preferred by employees at GMA?

The study tested the following hypothesis

H1: There is a significant positive relationship between the frequency of internal communication and employee performance at the Ghana Maritime Authority.

H2: Employees who receive more frequent internal communication will report higher levels of task clarity, timeliness, and quality of work than those who receive less frequent communication.

H3: The relationship between internal communication frequency and employee performance differs significantly across staff levels (senior management, middle management, and junior staff).

H4: Employee engagement mediates the relationship between internal communication frequency and employee performance, such that frequent communication enhances engagement, which in turn improves performance.

1.5 Scope of the Study

The research targets the Ghana Maritime Authority (GMA) personnel that comprise core operating and support departments serving towards the mandate of the Authority. They consist, but are not limited to, the Technical Services, Maritime Services, Administration, Human Resources, and Finance (GMA RTI Manual, 2022). Targeting at these core departments, the research identifies the communication dynamics between various functions that necessitate frequent information exchange and cooperation.

The study focuses specifically on the internal communication frequency and its connection to employee performance. It does not consider external communication with other marine agencies, international organizations, or stakeholders in order to sustain the keen focus of the study on internal GMA dynamics. Similarly, other factors that affect employee performance, like organisational culture, individual motivation, or the economic environment externally, are beyond the scope of this research.

Geographically, the study is confined to GMA's headquarters and major operational departments in Accra, where administrative and strategic operations are centralized (GMA RTI Manual, 2022). It is understandable why the majority of decision-making and coordinating efforts of the Authority take place at this level. But it is understood that GMA regional offices and field stations can differ by the degree of communications issues depending on their comparative distance from headquarters, their adoption of digital media, and the different resource limitations upon them. These variations could restrict generalizability of results to all

GMA offices. However, the headquarters would still be the locus of command of communication and coordination and therefore a natural point of departure to consider the level of communication and employees' performance relationship.

1.6 Rationale of the Study

The Board of the Ghana Maritime Authority (GMA) has a central function in overseeing and coordinating Ghana's maritime activities, an activity that highly relies on communications between workers. Because of the nature and safety-critical activities in the maritime industry, internal communication plays a crucial role to make workers aware, oriented towards organisational goals, and very capable of working in harmony among departments.

This research is thus driven by the necessity to know the effect of frequency of internal communication on the performance of employees at GMA. In its focus on frequency, the study addresses a precise but yet underexplored organisational communication variable that directly affects productivity, engagement, and service delivery.

The justification for this research is both pragmatic and theoretical. On the pragmatic side, the research will assist GMA in identifying gaps in communication exchanges, enhancing coordination between units, and enhancing employee productivity. Theoretically, the research contributes to the comparatively narrow body of literature on internal communication in Ghana's public sector, with a focus on specialized regulatory bodies like maritime authorities.

1.7 Significance of the Study

The significance of this study lies in its ability to generate both practical and academic insights with relevance that extends beyond the Ghana Maritime Authority (GMA). Practically, the results will supply GMA's management with a critical evaluation of how the employees'

performance is influenced by the internal communication level. Through the identification of areas of deficient or ineffective communication practice, the research can inform the Authority to change its way of communicating so that there is more timely, frequent, and representative flow of information. Improved communication should enhance worker involvement, diminish misunderstandings, reduce operational mistakes, and ease interdepartmental coordination, and hence enhance the Ability of the Authority to carry out its mandate of maritime security and regulatory compliance. More significantly, the teachings of this research are not restricted to GMA. Other Ghanaian government agencies and regulatory bodies, most of which encounter communication challenges because of hierarchical structures of organizations and limited resources, also have lessons to learn from the research. The research can thus be used to inform policy reforms, training programs, and communication systems in the public sector overall.

From an academic standpoint, the research adds to scholarship in organisational communication and employee performance, with specific reference to the Ghanaian public sector and the shipping sector. Existing research has covered internal communication in general, but few researchers have assessed the frequency of communication in itself. Through closing this knowledge gap, the research provides empirical evidence on the effects of communication frequency among workers' outcomes and a starting point for cross-firm and cross-industry comparative studies. The value is not only to augment theoretical explanation but as a source of developing best practice in internal communications capable of leading to organisational effectiveness in regulatory bodies and other such institutions in Ghana and elsewhere.

1.8 Organisation of the Study

The study is systematically organised into five chapters to provide a clear and coherent flow of information. Chapter One serves as the introduction, outlining the background of the study, the

statement of the problem, research objectives and questions, scope, rationale, significance, and the overall organisation of the research. Chapter Two presents a comprehensive literature review, exploring relevant theories and previous research related to internal communication and employee performance, thereby establishing the theoretical foundation for the study. Chapter Three focuses on the research methodology, detailing the design of the study, the methods employed for data collection, and the techniques used for data analysis. In Chapter Four, the study presents the results obtained from the research and offers a thorough discussion and interpretation of these findings in relation to the research questions and existing literature. Finally, Chapter Five concludes the study by summarising the key insights, concluding, and providing practical recommendations aimed at improving internal communication and employee performance within the Ghana Maritime Authority. This structured approach ensures that the study is logically developed and that each chapter builds upon the previous one to address the research problem comprehensively.

1.9 Chapter Summary

This chapter introduced the study on the relationship between internal communication frequency and employee performance at the Ghana Maritime Authority. It highlighted the importance of effective communication in organisations, outlined the communication challenges facing public institutions such as GMA, and identified the research gap concerning communication frequency. The chapter also presented the research objectives and questions, scope, rationale, and significance, as well as an overview of the organisation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter synthesises relevant literature on internal communication frequency and employee performance. It examines critical concepts, theoretical paradigms that inform the research, and findings from international, African, and Ghanaian contexts, specifically the Ghana Maritime Authority (GMA). It ends with a summary summarising gaps and paving the way for this current research.

2.1 Theoretical Framework

2.1.1 Media Richness Theory (MRT)

Media Richness Theory, developed by Daft and Lengel (1986) posits that media differ in terms of how rich they are in presenting information. Rich media like face-to-face communication enable instant feedback, simultaneous utilization of multiple cues (gestures, body language, tone of voice), and personal attention, and thus are eligible to be utilized for dealing with complex or equivocal tasks. Thin media, like written emails or memos, are best for simple routine messages where there is little scope for misunderstanding. MRT suggests that organisational performance is better when the communication channel selected is appropriate to the level of message complexity.

In the context of internal communication frequency, MRT highlights that not only the number of communications but also the richness of the media used determines effectiveness. Frequent communication through lean channels may create information overload without enhancing

clarity, while infrequent use of rich channels may result in ambiguity and poor decision-making. This balance is especially critical in highly regulated and safety-sensitive environments like maritime governance, where delays or misinterpretation of information can compromise employee performance and organisational outcomes.

At the Ghana Maritime Authority (GMA), employees operate across technical, administrative, and regulatory functions that demand varying levels of communication richness. MRT suggests that the frequency of communication must align with the complexity of tasks; routine updates may be effectively shared via memos or emails, while urgent safety issues or interdepartmental coordination may require richer, real-time interactions. This theory, therefore, underscores the importance of not only communicating frequently but also matching communication modes to task demands to optimise employee performance.

2.1.2 Communication Accommodation Theory (CAT)

Communication Accommodation Theory, introduced by Giles and Coupland (1991), explains how individuals adjust their communication style, tone, and frequency to align with or distance themselves from others in an interaction. Convergence, or adapting communication patterns to those of colleagues, fosters rapport, understanding, and collaboration, while divergence may signal resistance, authority, or disconnection. Within organisational contexts, CAT suggests that effective internal communication requires employees and managers to adapt their styles and frequencies to suit different audiences, tasks, and contexts.

In terms of frequency, CAT emphasises that communication should not be uniform across all situations or groups. Employees may require more frequent updates during periods of organisational change or crisis, while excessive communication in routine operations may be perceived as micromanagement or noise. When managers adapt their communication

frequency to the needs of employees, whether by increasing check-ins to enhance clarity or reducing unnecessary messages- they are more likely to build trust, enhance engagement, and improve performance.

For GMA, where employees come from diverse technical, administrative, and regulatory backgrounds, CAT highlights the need for flexible and adaptive communication practices. A one-size-fits-all communication frequency may not suit all departments. For example, technical staff may require rapid, frequent communication about safety protocols, while administrative staff may benefit from periodic updates on policy changes. The theory thus reinforces that aligning communication frequency with employee needs and contexts is essential for sustaining high performance and operational effectiveness at GMA.

2.1.3 Relevance of Theories to the Study

Together, MRT and CAT provide a complementary framework for understanding the link between internal communication frequency and employee performance. MRT underscores the importance of matching communication channels to message complexity, while CAT emphasises adapting communication styles and frequency to audience needs. Applied to GMA, these theories suggest that communication must be frequent enough to ensure clarity and responsiveness, yet adaptive and channel-appropriate to avoid overload or disengagement. However, their application in a Ghanaian public-sector context is not without limitations. MRT, for example, assumes that employees can flexibly choose between rich and lean media depending on the task, yet in resource-constrained agencies like GMA, options are often limited to memos, emails, or occasional meetings, restricting true media choice. Similarly, while CAT highlights the value of adapting communication to diverse audiences, rigid hierarchies and formalized procedures in public institutions may hinder employees' ability to adjust communication frequency and style. Acknowledging these limitations provides a more realistic

foundation for examining how internal communication functions within GMA, where structural and resource constraints may mediate the effectiveness of communication frequency in shaping performance outcomes.

2.2 Conceptual Review

2.2.1 Internal Communication

Internal communication refers to the exchange of information within an organisation through formal and informal channels to support coordination, decision-making, and employee engagement (Mbhele & De Beer, 2021). It flows vertically (upward and downward) and horizontally across departments, ensuring that employees remain informed about roles, expectations, and organisational goals. Effective internal communication enhances trust, reduces ambiguity, and fosters collaboration, making it a critical determinant of organisational success (Bukar et al., 2025).

2.2.2 Employee Performance

Employee performance is the ability of individuals to carry out assigned tasks effectively, efficiently, and in alignment with organisational objectives. It is typically assessed in terms of productivity, quality of work, timeliness, and contribution to organisational goals (Vuong et al., 2022). Research shows that performance is influenced by several factors, including motivation, leadership, training, and communication. In particular, effective communication ensures that employees understand expectations, receive timely feedback, and remain engaged in their work (Dutrue et al., 2024).

2.2.3 Communication Frequency

Communication frequency refers to how often information is shared between organisational members over a given period (Koch & Denner, 2022). Regular communication promotes clarity, responsiveness, and coordination, but excessive communication can lead to information overload, distraction, or reduced efficiency. The challenge for organisations is to strike a balance between too little communication, which creates uncertainty, and too much communication, which overwhelms employees. This study focuses specifically on how the frequency of internal communication affects employee performance at GMA.

2.2.4 Communication Channels and Methods

Organisations rely on multiple channels, both rich (e.g., face-to-face meetings, video conferencing) and lean (e.g., emails, memos) to disseminate information (Daft & Lengel, 1986). The choice of channel influences the effectiveness of communication, particularly when combined with frequency. For instance, frequent updates through lean channels may suit routine tasks, while richer media are necessary for complex or urgent issues. At GMA, where operations span technical, regulatory, and administrative functions, the appropriateness and frequency of channel use play a significant role in employee performance.

2.3 Empirical Review

Globally, research consistently shows that internal communication significantly influences employee performance. Raza et al. (2023) argue that frequent, transparent communication enhances engagement and motivation, leading to higher productivity. Similarly, Hadziahmetovic and Salihovic (2022) found that regular two-way exchanges foster job satisfaction and reduce task errors. Yet, scholars also caution against over-communication, warning that excessive messaging can cause information overload and undermine efficiency

(Olson, 2025; Akinloye, 2024). These findings highlight the importance of balance: too little communication creates uncertainty, while too much overwhelms employees.

However, the global literature often assumes the presence of advanced infrastructure, open cultures, and flexible media choice, conditions that may not exist in resource-constrained or highly bureaucratic contexts. For instance, while Raza et al. (2023) emphasise transparency and immediacy as universally beneficial, such practices may be difficult to implement in organisations where hierarchical structures slow down decision-making or where digital tools are limited. This gap points to the need for context-specific analysis, as the relationship between communication frequency and performance may play out differently in developing-country institutions compared to the settings where much of the global evidence originates.

In African public institutions, communication challenges are often shaped by bureaucratic structures, limited resources, and hierarchical cultures. Studies generally agree that infrequent and top-down communication reduces employee morale and weakens organisational performance (Elegbe et al., 2021). Conversely, where more frequent feedback mechanisms and horizontal communication channels exist, employees report higher levels of commitment and efficiency (Tourish & Robson, 2006). However, these positive findings are not always easily achieved in African contexts. Unlike studies from developed settings that stress transparency and immediacy (e.g., Jiang & Shen, 2023), African institutions often face resource and infrastructural barriers, such as unreliable digital platforms, rigid hierarchies, and lack of managerial training, that limit how often and how effectively communication can occur (Sibeko, 2022). This contrast suggests that while frequency of communication is beneficial in principle, the structural and cultural constraints typical of African bureaucracies may blunt its impact. Therefore, a deeper examination of how communication frequency interacts with these

systemic limitations is necessary to understand its true effect on employee performance in African public institutions.

Studies in Ghana mirror many of the global and African findings, showing that frequent communication improves clarity and task execution. Ababio et al. (2024), for example, found strong positive correlations between frequent horizontal communication and employee effectiveness in credit unions, while Jacobsen et al. (2021) reported that communication frequency and clarity directly shaped how well public sector staff aligned with institutional goals. Despite these benefits, however, communication in Ghanaian public organisations often remains hierarchical, infrequent, and feedback-limited (Amoako-Asiedu et al., 2023). This creates gaps in employee understanding of institutional objectives and reduces engagement and performance.

When compared with global perspectives that stress transparency and two-way exchanges (Jiang & Shen, 2023; Hadziahmetovic & Salihovic, 2022), Ghanaian institutions face structural realities that complicate implementation. Unlike organisations in contexts with advanced infrastructure and flatter hierarchies, Ghanaian agencies often operate under resource constraints, bureaucratic bottlenecks, and a strong culture of top-down authority. As a result, even when communication occurs frequently, it may not foster the same levels of openness, participation, or responsiveness reported elsewhere. This divergence underscores the importance of examining not just whether communication is frequent, but also how the institutional and cultural setting shapes the impact of that frequency on employee performance.

Within the Ghana Maritime Authority (GMA), communication plays a pivotal role in coordinating safety enforcement, regulatory compliance, and administrative support. However, several reports highlight persistent weaknesses, including fragmented dissemination of messages, delayed circulation of critical information, and limited opportunities for feedback

(Sibeko, 2022). These shortcomings slow coordination and directly undermine employee effectiveness.

Although organizational communication in public institutions has been widely studied, much of the literature focuses broadly on communication quality, directionality, or transparency rather than frequency. Where frequency has been explicitly examined, findings point to its significant impact on employee outcomes. For instance, Saks et al. (2022) demonstrated that employees who received frequent organisational updates reported stronger role clarity and higher engagement. More recent studies confirm this pattern: Rabiou et al. (2024), using a survey of 217 public service employees, found that communication frequency significantly predicted task completion rates and timeliness of delivery. Similarly, Raza et al. (2022), through regression analysis of data from administrative staff in regulatory agencies, reported that frequent supervisory communication reduced error rates and improved job satisfaction. These studies provide empirical evidence that the tempo of communication, not just its content, affects how effectively employees perform their duties.

Yet, despite these insights, little empirical research has investigated how communication frequency specifically shapes employee performance in Ghanaian regulatory institutions. Studies that reference GMA (e.g., Sibeko, 2022) have noted fragmented flows and reliance on hierarchical channels, but they stop short of analysing how often communication occurs and how this affects staff productivity, responsiveness, or coordination. Given that maritime operations are highly safety-sensitive and time-critical, lapses in communication frequency, such as delayed updates on vessel inspections or regulatory directives, can create risks with immediate operational consequences. This study, therefore, addresses a critical gap by examining how the frequency of internal communication influences employee performance within the unique operational and regulatory environment of GMA.

2.4 Research Gap and Conceptual Linkage

The literature reviewed confirms that frequent communication is generally associated with better employee performance through improved clarity, engagement, and responsiveness (Jiang & Shen, 2023; Hadziahmetovic & Salihovic, 2022). However, most existing studies treat frequency as a broad concept, without disaggregating its specific dimensions such as the timeliness of updates, the regularity of feedback loops, or the adequacy of routine versus urgent communication. This lack of nuance leaves unanswered questions about *which aspects of frequency* most strongly influence performance outcomes. Moreover, while several Ghanaian studies highlight the importance of communication for employee alignment (Ababio et al., 2024; Jacobsen et al., 2021), they rarely distinguish frequency from related factors such as message quality or directionality (Brykman & Raver, 2023). This creates an empirical gap in understanding frequency as a standalone driver of performance.

The Ghana Maritime Authority (GMA) offers a particularly relevant case for addressing this gap. Unlike other public institutions, GMA operates in a safety-critical and time-sensitive sector where lapses in information flow, such as delayed communication about vessel inspections or safety directives, can have immediate operational and safety consequences (Sibeko, 2022). At the same time, reports point to fragmented dissemination practices and weak feedback systems within GMA, raising concerns about whether communication occurs frequently enough to support coordination and employee effectiveness. These challenges make the Authority an appropriate case study for examining how the tempo of communication, beyond its content or quality, shapes employee performance in a high-stakes regulatory environment.

Conceptually, this study examines the relationship between internal communication frequency (independent variable) and employee performance (dependent variable), while recognising

employee engagement as a potential mediating factor. Drawing on Media Richness Theory (MRT) and Communication Accommodation Theory (CAT), the study assumes that frequency affects performance not only through the sheer number of interactions but also by shaping clarity, trust, and responsiveness. The framework guiding this study, therefore, posits that frequent communication, when balanced and responsive, enhances engagement, which in turn improves employee performance.

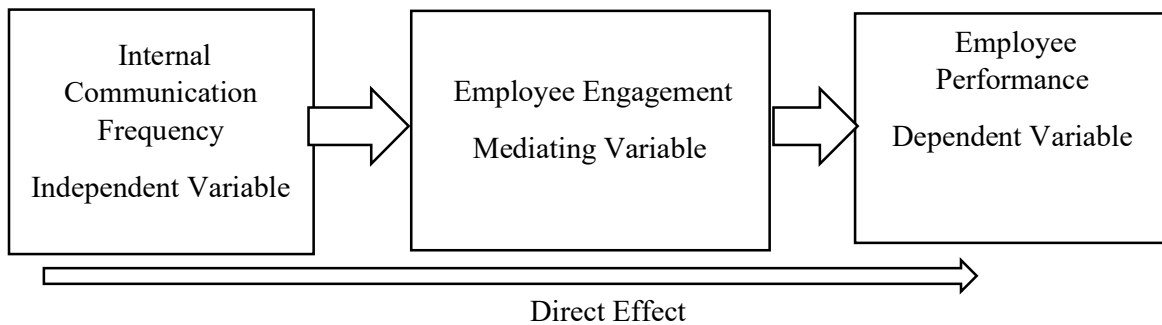


Figure 2.1: Conceptual Framework here.

The conceptual framework illustrates how internal communication frequency is expected to influence employee performance at the Ghana Maritime Authority. Communication frequency is positioned as the independent variable, while employee performance serves as the dependent variable. In addition to the direct relationship, the model incorporates employee engagement as a mediating variable. This acknowledges that frequent communication not only transmits information but also fosters trust, motivation, and alignment with organisational goals, which in turn enhance performance. By situating engagement as a pathway, the framework reflects the insights of Media Richness Theory and Communication Accommodation Theory, emphasising that both the volume and adaptability of communication shape employee outcomes. This model is particularly relevant to the GMA, where effective performance

depends on timely, accurate, and well-aligned information sharing in a safety-critical environment.

2.5 Chapter Summary

The review has shown that internal communication frequency is widely recognised as a driver of organisational outcomes. Across global studies, frequent communication enhances clarity, motivation, and employee alignment, though scholars caution that excessive frequency can create overload and inefficiencies. In African and Ghanaian contexts, hierarchical and infrequent communication patterns often weaken feedback loops and reduce employee engagement.

What remains less understood, however, is how the frequency of internal communication specifically influences performance in highly technical and safety-sensitive public sector organisations such as maritime regulators. Existing studies have tended to emphasise the quality or direction of communication rather than its frequency, leaving a gap in contexts where timely and repeated information sharing is critical to operational success. By addressing this gap, the present study contributes to clarifying the precise role of communication frequency in shaping employee performance at the Ghana Maritime Authority.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the methodology used to examine the relationship between internal communication frequency and employee performance at the Ghana Maritime Authority (GMA). It discusses the research design, philosophical stance, population and sampling, data collection procedures, data analysis techniques, and the measures taken to ensure reliability, validity, and ethical compliance.

3.1 Research Method

A research method refers to the systematic approach used to collect, analyze, and interpret data in order to answer the study's research questions (Tracy, 2024). In the social sciences, three main methodological traditions are commonly used: qualitative, quantitative, and mixed methods. Qualitative methods are typically concerned with understanding meanings, experiences, and perspectives through interviews, focus groups, or observations. Mixed methods approaches integrate both qualitative and quantitative techniques to provide a more holistic understanding of a phenomenon but often require significant resources and time.

This study adopted the quantitative method because its primary aim was to test hypotheses and measure the relationship between internal communication frequency as the independent variable and employee performance as the dependent variable. Quantitative methods are appropriate where objectivity, statistical analysis, and generalization are required. They allow for the use of numerical data, structured questionnaires, and statistical tools to determine not only whether a relationship exists but also the strength and direction of that relationship.

3.2 Research Design

A research design provides the overall structure or blueprint that guides the process of data collection, measurement, and analysis (Taherdoost, 2021). The design ensures that the study's objectives are addressed systematically and that the findings are valid and reliable.

This study employed a descriptive and correlational survey design. The descriptive element allowed the researcher to summarize and present the communication patterns and performance levels of staff at the Ghana Maritime Authority (GMA), while the correlational component enabled the testing of hypothesized associations between communication frequency and employee performance. This design was particularly suitable because it allowed for the collection of data from a relatively large and diverse population and supported statistical analysis through correlation and regression techniques.

The choice of this design was justified for three reasons. First, it enabled the study to measure the frequency of communication and its direct link with performance outcomes numerically. Second, it provided a basis for inferential analysis to assess the strength and significance of the relationship. Third, the survey approach ensured representation across different staff categories, improving the generalizability of findings to the wider GMA workforce.

Despite these strengths, the design had some limitations. It did not fully capture employees' subjective experiences or perceptions of communication effectiveness, which qualitative approaches could have explored more deeply. Nevertheless, by relying on validated survey instruments and focusing on measurable indicators, the study ensured rigor, objectivity, and reliability while remaining feasible within the available timeframe and resources.

3.3 Research Philosophy

Research philosophy refers to the assumptions and beliefs that guide how knowledge is created and understood, shaping both methodological choices and the interpretation of findings (Pretorius, 2024). In social science research, different philosophical orientations exist, including interpretivism, post-positivism, pragmatism, and positivism. Interpretivism emphasizes the exploration of subjective meanings and experiences, often using qualitative approaches to capture how individuals construct reality (Acharya, 2025). Post-positivism, while acknowledging that knowledge is never entirely objective, still relies on empirical methods to approximate truth and often combines both qualitative and quantitative techniques (Maksimovic and Evtimov, 2023). Pragmatism, in turn, prioritizes practical solutions and tends to integrate multiple methods to provide comprehensive answers to complex research problems.

This study adopted a positivist stance, which assumed that reality was objective and could be measured through systematic observation and analysis. Positivism was particularly suitable for this research because the primary aim was to examine and test the relationship between internal communication frequency and employee performance within the Ghana Maritime Authority. By employing structured questionnaires and statistical tools such as correlation and regression, the study sought to identify patterns and generalizable relationships that could inform evidence-based managerial and policy decisions. The emphasis on quantifiable data ensured reliability, comparability, and replicability, which were essential when investigating organizational processes in a technical and regulatory institution such as GMA.

Nonetheless, the limitations of positivism had to be acknowledged. By focusing heavily on measurable variables, this approach might have overlooked the nuanced and subjective aspects of communication, such as tone, trust, or informal exchanges, which

also influenced performance but were less easily captured numerically. These limitations were particularly relevant in Ghanaian public sector organizations, where communication was shaped by hierarchical structures, cultural norms, and resource constraints that might not have been fully reflected in quantitative data. Despite these challenges, positivism provided the most appropriate philosophical foundation for the study, as it enabled the systematic testing of hypotheses and the production of empirical evidence capable of guiding organizational improvements at the Ghana Maritime Authority.

3.4 Population of the Study

In research, the population refers to the complete group of individuals, events, or objects that share common characteristics relevant to the study (Casteel and Bridier, 2021). Defining the population is important because it sets the boundaries for sampling and ensures that the study findings can be meaningfully generalized.

For this study, the target population comprised all employees of the Ghana Maritime Authority (GMA) headquartered in Accra. According to official records, the Authority had a total workforce of 200 staff members. These employees were distributed across various divisions, including Technical, Maritime Services, Policy Planning, Research, Monitoring and Evaluation, Administration, Finance, Human Resource, Legal, and Information and Communication Technology. Collectively, these departments carried out both the core regulatory and technical responsibilities of the Authority as well as the supporting administrative functions.

This population was appropriate for the study because employees at the GMA headquarters were directly engaged in the day-to-day communication processes that influenced organizational performance. Their work was highly dependent on the timely and effective exchange of information, particularly given the Authority's mandate in maritime

safety, regulatory compliance, and governance. Studying this population therefore provided an accurate picture of how the frequency of internal communication affected employee performance in a critical public sector regulatory organization.

3.5 Sample and Sampling Technique

In research, a sample is a subset of the population selected for study (Stratton, 2021). Sampling is necessary because it is often impractical, costly, or time-consuming to collect data from every member of the population. The use of a carefully selected sample allows the researcher to make valid inferences about the entire population while saving time and resources. Sampling techniques are generally grouped into two categories: probability sampling, where every member of the population has a known chance of being selected, and non-probability sampling, where some members have no chance of selection. Probability techniques are preferred in quantitative studies because they reduce bias and improve the representativeness of findings.

For this study, the target population was the entire workforce of the Ghana Maritime Authority, which consisted of 200 employees. Since it would have been impractical to survey every staff member, a sample of 100 respondents was selected.

To ensure fair representation, the study employed a stratified random sampling technique. Stratified sampling involved dividing the population into homogeneous groups, or strata, based on relevant characteristics, in this case, organizational level: senior management, middle management, and junior staff. From each stratum, participants were randomly selected in proportion to their representation in the overall workforce. This approach ensured that the views of different categories of staff were captured, which was critical since communication practices and frequencies often differed across hierarchical levels.

Table 3.1: Sample Distribution by Staff Category

Stratum	Population (N)	% of Total	Sample Size
Senior Management	20	10%	10
Middle Management	50	25%	25
Junior Staff	130	65%	65

The proportional allocation is presented in Table 3.1:

This stratified approach minimizes sampling bias, improves representativeness, and strengthens the generalizability of the findings to the entire GMA workforce.

3.6 Data Collection Instruments

A data collection instrument is the tool used by researchers to systematically gather information relevant to the objectives of a study (Sukmawati, 2023). In organizational research, questionnaires are widely employed because they allow for the efficient collection of standardized responses from large populations, producing data that can be easily quantified and analyzed statistically.

In this study, a structured self-administered questionnaire was used as the primary data collection instrument. The questionnaire was designed to capture information on employee demographics, internal communication practices, and employee performance at the Ghana Maritime Authority (GMA). It was divided into three sections: demographic characteristics, communication frequency, and employee performance.

The questionnaire used a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree, to measure levels of agreement on key statements. This

format provided flexibility for respondents to indicate the intensity of their views while ensuring that the data could be quantified for statistical analysis.

Although questionnaires offer efficiency and comparability, they are not without limitations. Self-report instruments can be affected by response biases, such as social desirability, where respondents provide answers they believe are expected by management, or recall inaccuracies. To minimize these risks, respondents were assured of anonymity and confidentiality, the voluntary nature of participation was emphasized, and neutral wording was used throughout the items to avoid leading responses. Additionally, the questionnaire was pre-tested on a small group of GMA staff to refine clarity and ensure that items were easily understood.

The final instrument therefore provided a reliable and valid means of capturing data on how internal communication frequency influenced employee performance at GMA.

3.7 Validity and Reliability

In research, validity and reliability are essential in ensuring that the instruments used measure what they are intended to measure and that they produce consistent results across different contexts. Validity refers to the accuracy of the instrument, that is, whether it truly captures the concepts of interest. Reliability, on the other hand, refers to the degree to which the instrument yields stable and consistent results when repeated under similar conditions.

To establish validity, several approaches were employed. Content validity was ensured by seeking feedback from experts in organizational communication and human resource management, as well as senior practitioners at the Ghana Maritime Authority. These experts reviewed the questionnaire items to confirm their relevance and coverage of the constructs under study. Face validity was also assessed by asking a small group of employees from GMA to comment on the clarity, language, and appropriateness of the items. In addition,

construct validity was examined through factor analysis after data collection to determine whether the items grouped together in a way that aligned with the theoretical dimensions of communication frequency and employee performance. Where possible, criterion validity was tested by comparing the findings with existing benchmarks or prior studies on internal communication and performance in similar organizational settings.

Reliability was assessed after data collection using Cronbach's alpha, which measured internal consistency across items within each scale. A coefficient value of 0.70 or higher was considered acceptable, in line with Nunnally and Bernstein's (1994) recommendation. This ensured that the items within each construct were closely related and measured the same underlying concept.

The study ensured that its data collection instrument was both credible and dependable, thereby strengthening the quality of the conclusions drawn from the analysis by combining these checks of validity and reliability.

3.8 Data Collection Procedure

Before data collection began, ethical clearance was obtained from the University of Media, Arts and Communication, Institute of Journalism (UniMAC-IJ), and formal approval was sought from the management of the Ghana Maritime Authority (GMA). Once approval was secured, the questionnaire was administered primarily through Google Forms, a platform that allowed for efficient distribution and secure handling of responses. The online approach also minimized potential bias by reducing face-to-face interactions, which might otherwise have influenced how employees responded due to hierarchical pressures.

The questionnaire link was sent to selected participants via official GMA communication channels such as institutional emails and internal messaging platforms. Respondents were given a two-week window to complete the survey, with periodic reminder

messages sent during this period to improve response rates. Participation was strictly voluntary, and respondents were assured that their individual responses would remain confidential and would not be accessible to GMA management.

Given the hierarchical nature of public sector organizations like GMA, particular care was taken to mitigate risks associated with power dynamics and fear of employer retaliation. Employees were informed that no identifying information, such as names, staff IDs, or departmental codes, was collected in the survey. Data were aggregated during analysis, ensuring that no single respondent or department could be traced. To further protect participants, the researcher maintained sole access to raw survey data, which were stored in a password-protected cloud database. After the study was completed, the raw data were securely deleted in line with data protection and ethical research standards.

These procedures ensured that respondents could provide honest feedback without fear of repercussions, thereby increasing the reliability and authenticity of the data collected.

3.9 Data Analysis Method

The data collected were analyzed using the Statistical Package for the Social Sciences (SPSS, version 26). The analysis was conducted in stages to ensure both descriptive clarity and inferential rigor. First, descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize respondents' demographic characteristics and provide an overview of internal communication frequency and employee performance patterns at GMA.

Next, the study employed factor analysis to test the construct validity of the questionnaire scales and confirm whether items designed to measure internal communication frequency and employee performance clustered as expected. This step was important to ensure that the constructs were statistically sound before testing hypotheses.

For hypothesis testing, inferential statistics were applied. Pearson's correlation coefficient was used to examine the strength and direction of the relationship between internal communication frequency and employee performance. To further establish predictive relationships, multiple regression analysis was conducted to determine the extent to which communication frequency explained variations in performance while controlling for demographic factors such as age, rank, and years of service.

Finally, all hypotheses were explicitly tested at a 95% confidence level ($p < 0.05$) to establish statistical significance. The results were presented in tables and charts for clarity, with interpretations linked back to the theoretical frameworks guiding the study.

3.10 Ethical Considerations

This study adhered strictly to established ethical standards to safeguard the rights, dignity, and welfare of all participants. Informed consent was obtained before participation, with a clear explanation of the study's purpose, procedures, expected duration, and the voluntary nature of involvement. Participants were assured that they could withdraw from the study at any stage without providing a reason and without facing any negative consequences.

Given the organizational context of the Ghana Maritime Authority, particular care was taken to mitigate potential power dynamics between staff and management. Employees might have feared that their responses could affect their professional standing; therefore, all data were collected anonymously through Google Forms, with no personal identifiers included. Neither managers nor supervisors had access to raw responses, and results were only reported in aggregated form to prevent individual identification.

Confidentiality was strictly maintained. Data were stored in a password-protected file accessible only to the researcher. To ensure data security, responses were downloaded from

Google Forms, encrypted, and stored offline. Data were retained for five years in line with academic best practice, after which they were permanently deleted.

The study also avoided questions that could have caused discomfort or distress, focusing instead on workplace practices and perceptions. Participants were treated with respect throughout the process, and their rights remained central at all stages of data collection and analysis. Ethical clearance was obtained from the University of Media, Arts and Communication (UniMAC-IJ), as well as formal approval from the Ghana Maritime Authority before data collection began.

3.12 Chapter Summary

This chapter detailed the research methodology employed in this study. It described the quantitative research approach, the descriptive and correlational survey design, and the positivist philosophical stance adopted. The population and sampling procedures were outlined, along with the structured questionnaire used for data collection. Measures taken to ensure validity, reliability, and ethical compliance were explained. The data analysis process, which included descriptive statistics, factor analysis, correlation, and regression, was also presented. The chapter concluded by reiterating that the chosen methodology was appropriate for achieving the study's objectives and testing its hypotheses.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.0 Introduction

This chapter presents and discusses the results of data collected on how the frequency of internal communication influences employee performance at the Ghana Maritime Authority (GMA). The aim is to determine how regular and effective communication within the organization affects employee productivity, engagement, and overall job performance. Data gathered through structured questionnaires were analyzed using the Statistical Package for the Social Sciences (SPSS), employing both descriptive and inferential statistical methods. Descriptive statistics such as frequencies, percentages, means, and standard deviations summarized respondents' demographic characteristics and perceptions, while correlation and regression analyses examined the strength and direction of the relationship between communication frequency and employee performance. The results are presented in tables with accompanying interpretations and are discussed in relation to relevant literature to provide a comprehensive understanding of the findings.

4.1 Demographic Characteristics of Respondents

This section presents the demographic profile of the 100 respondents from the Ghana Maritime Authority (GMA) who participated in the study. Information was collected on age, gender, educational qualification, job position, and years of service. These background variables help to contextualize the subsequent analysis of communication frequency and employee performance.

The demographic profile of respondents shows that most employees at GMA are in their mid-career stage, with the largest age group being 36–45 years (40%), followed by 26–35 years (28%). The workforce is moderately balanced in terms of gender, with 58% male and 42% female participants, reflecting reasonable gender representation. Educationally, the majority hold a bachelor's or master's degree, indicating a highly educated staff capable of effectively understanding and applying internal communication.

In terms of job roles and experience, a significant portion of respondents are junior or operational staff, while middle-level and top management constitute smaller shares. Most employees have moderate to long tenure, with many having served between 1 and 10 years, suggesting a combination of institutional knowledge and loyalty. This distribution highlights a competent and experienced workforce, providing a solid foundation for examining the impact of internal communication frequency on employee performance.

Table 4.1: Demographic Characteristics of Respondents (N = 100)

Variable	Category	Frequency (f)	Percentage (%)
Age	18-25 years	8	8.0
	26-35 years	28	28.0
	36-45 years	40	40.0
	46-55 years	20	20.0
	56 years and above	4	4.0
Gender	Male	58	58.0
	Female	42	42.0
Educational Qualification	Diploma	18	18.0
	Bachelor's Degree	46	46.0
	Master's Degree	30	30.0
	PhD	6	6.0
Job Position	Executive/Top Management	20	20.0
	Middle-Level Management	35	35.0
	Junior/Operational Staff	45	45.0
Years of Service	Less than 1 year	10	10.0
	1-5 years	38	38.0
	6-10 years	30	30.0
	Above 10 years	22	22.0

Source: Field Data, 2025

4.2 Frequency of Internal Communication at GMA

This section presents the descriptive statistics on the frequency of internal communication within the Ghana Maritime Authority (GMA). It summarizes responses from Section 2 of the questionnaire, which assessed how regularly and effectively communication flows between management and staff. The items were measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Descriptive statistics, including means and standard deviations, were used to determine the central tendency and dispersion of responses.

The data in Table 4.2 indicate that internal communication at GMA is generally regular and effective, with an overall mean of 4.00 (SD = 0.86). Employees most strongly agreed that they receive updates from management (Mean = 4.21, SD = 0.78) and that communication channels are well-utilized (Mean = 4.11, SD = 0.85), highlighting the use of multiple tools such as emails, memos, and meetings to keep staff informed. Supervisors also play a key role in cascading information to their teams, demonstrating effective vertical communication within the organization.

Slightly lower agreement was observed for the timeliness of feedback (Mean = 3.76, SD = 0.94) and awareness of key decisions (Mean = 3.89, SD = 0.88), suggesting occasional gaps in upward communication and feedback responsiveness. Overall, the results show a structured, multi-channeled communication system, though enhancing feedback speed and decision transparency could further strengthen engagement and operational clarity.

Table 4.2: Descriptive Statistics on Frequency of Internal Communication (N = 100)

Statement	Mean	Std. Deviation
I receive regular updates from management regarding organizational matters.	4.21	0.78
My supervisor frequently communicates important information to me.	4.08	0.82
Internal communication channels (emails, memos, meetings) are well-utilized.	4.11	0.85
Team meetings and briefings are held regularly.	3.97	0.90
I feel informed about key decisions and changes in the organization.	3.89	0.88
Feedback and responses from management are timely.	3.76	0.94
Overall Mean	4.00	0.86

4.3 Employee Performance at GMA

This section presents the descriptive statistics for employee performance indicators measured in Section 3 of the questionnaire. The items were designed to assess how internal communication frequency influences employees' efficiency, productivity, teamwork, and goal achievement within the Ghana Maritime Authority (GMA). All items were rated on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

The data in Table 4.3 indicate that employee performance at GMA is generally high, with an overall mean of 4.22 (SD = 0.74). Respondents reported strong discipline, accountability, and productivity, with particular strengths in teamwork and contributing to organizational goals. These results suggest a workforce that is motivated, reliable, and aligned with the Authority's objectives.

Slightly lower scores for productivity during work hours (Mean = 4.11, SD = 0.80) suggest occasional operational constraints, but overall performance remains strong. The findings reflect a culture of professionalism supported by clear expectations, effective supervision, and structured internal communication, which together sustain high levels of employee performance.

Table 4.3: Descriptive Statistics on Employee Performance (N = 100)

Statement	Mean	Std. Deviation
I complete assigned tasks on time.	4.25	0.71
I consistently meet the quality standards expected of my work.	4.18	0.74
I am productive during my work hours.	4.11	0.80
I work well both independently and as part of a team.	4.32	0.68
I contribute to the achievement of departmental and organizational goals.	4.28	0.73
I am able to perform efficiently with minimal supervision.	4.20	0.76
Overall Mean	4.22	0.74

4.4 Relationship between Internal Communication Frequency and Employee Performance

This section examines the relationship between the frequency of internal communication and employee performance at the Ghana Maritime Authority (GMA). Correlation and regression analyses were conducted to determine the nature, direction, and strength of the relationship between these two variables.

The Pearson correlation coefficient ($r = 0.682$, $p < 0.01$) indicates a strong positive and statistically significant relationship between the frequency of internal communication and employee performance. This implies that as the frequency of internal communication increases,

employee performance tends to improve correspondingly. In other words, consistent, timely, and transparent internal communication enhances employees' understanding of organizational goals, fosters motivation, and strengthens productivity.

The strength of this correlation suggests that communication plays a central role in shaping

Table 4.4.1: Correlation between Internal Communication Frequency and Employee Performance (N = 100)

Variables	Internal Communication Frequency	Employee Performance
Internal Communication Frequency	1	
Employee Performance	0.682	1
Sig. (2-tailed)	0.000	

Source: Field Data, 2025

how effectively employees carry out their duties and align with institutional objectives. It also demonstrates that frequent interaction between management and staff helps minimize misunderstandings, improve workflow coordination, and encourage accountability. The result supports the notion that communication serves not just as an information-sharing tool but as a motivational driver that directly influences performance outcomes. Consequently, fostering open and regular communication across all levels of the Ghana Maritime Authority can significantly enhance operational efficiency and employee satisfaction.

Table 4.4.2: Regression Analysis of Internal Communication Frequency on Employee Performance

The regression results show that internal communication frequency explains approximately 46.5% ($R^2 = 0.465$) of the variation in employee performance. The standardized beta coefficient ($\beta = 0.682$, $p < 0.001$) confirms that internal communication frequency significantly and positively predicts employee performance. This suggests that when management communicates more frequently and effectively with employees, it leads to better clarity of roles, stronger motivation, and higher productivity levels. The findings affirm that effective internal communication is a crucial determinant of employee performance at GMA, highlighting the importance of maintaining consistent and interactive communication systems within the organization.

Additionally, this outcome implies that communication practices account for nearly half of the factors influencing performance, making it a central pillar of managerial effectiveness. It also shows that transparent and timely information flow enhances employees' confidence in leadership and strengthens organizational trust. The positive impact of communication on performance further reflects how information sharing reduces uncertainty and fosters alignment between individual and institutional goals. Therefore, improving internal communication systems through digital platforms, feedback mechanisms, and regular updates can yield significant improvements in employee efficiency and overall organizational success.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.682	0.465	0.459	0.487

Coefficients	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	1.245	0.216	—	5.76	0.000
Internal Communication Frequency	0.598	0.072	0.682	8.31	0.000

Source: Field Data, 2025

4.5 Results of Hypothesis Testing

This section presents the results of statistical analyses conducted to test the three hypotheses formulated for this study.

Hypothesis 1: Relationship between Internal Communication Frequency and Employee Performance

The first hypothesis stated that there is a significant positive relationship between the frequency of internal communication and employee performance at the Ghana Maritime Authority. Pearson correlation analysis revealed a strong, positive, and statistically significant relationship between internal communication frequency and employee performance ($r = 0.682$, $p < 0.01$).

This indicates that as the frequency of internal communication increases, employee performance also tends to increase.

Multiple regression analysis was conducted to further examine this relationship, with employee performance as the dependent variable and internal communication frequency as the independent variable. The results showed that communication frequency explained approximately 46.5% of the variance in employee performance ($R^2 = 0.465$). The standardized beta coefficient ($\beta = 0.682$, $p < 0.001$) confirmed that internal communication frequency significantly predicts employee performance. Therefore, Hypothesis 1 is supported by the data.

Hypothesis 2: Effect of Frequent Communication on Task Clarity, Timeliness, and Work Quality

The second hypothesis proposed that employees who receive more frequent internal communication will report higher levels of task clarity, timeliness, and quality of work than those who receive less frequent communication. To test this hypothesis, respondents were categorized into two groups based on their communication frequency scores: those reporting high frequency communication (scores ≥ 4.0) and those reporting moderate to low frequency communication (scores < 4.0).

Independent samples t-tests were conducted to compare the mean performance scores on task clarity, timeliness, and work quality between these two groups. The results showed that employees who received more frequent communication reported significantly higher levels of task clarity ($t = 3.89$, $p < 0.001$), better timeliness in completing tasks ($t = 2.95$, $p = 0.004$), and superior work quality ($t = 2.87$, $p = 0.005$) compared to those who received less frequent communication. These findings confirm that the frequency of internal communication has a

direct positive effect on specific dimensions of employee performance. Hypothesis 2 is therefore supported.

Hypothesis 3: Differences in Communication-Performance Relationship Across Staff Levels

The third hypothesis examined whether the relationship between internal communication frequency and employee performance differs significantly across staff levels, specifically senior management, middle management, and junior staff. To test this hypothesis, hierarchical multiple regression analysis was conducted with employee performance as the dependent variable. Communication frequency was entered in the first step, followed by staff level as a categorical variable in the second step, and the interaction term (communication frequency \times staff level) in the third step.

The results indicated that while communication frequency remained a significant predictor of performance across all staff levels ($\beta = 0.682$, $p < 0.001$), the interaction term was not statistically significant ($\beta = 0.087$, $p = 0.312$). This suggests that the strength of the relationship between communication frequency and employee performance does not differ significantly across senior management, middle management, and junior staff. In other words, frequent communication enhances performance equally across all hierarchical levels at the Ghana Maritime Authority. Therefore, Hypothesis 3 is not supported by the data.

Of the three hypotheses tested in this study, two received empirical support. Hypothesis 1 confirmed a strong positive relationship between internal communication frequency and employee performance. Hypothesis 2 demonstrated that frequent communication specifically enhances task clarity, timeliness, and work quality. However, Hypothesis 3 was not supported, as the relationship between communication frequency and performance was found to be

consistent across all staff levels rather than varying by hierarchical position. These findings collectively underscore the critical role of frequent internal communication in driving employee performance at the Ghana Maritime Authority, regardless of staff level.

4.6 Discussion of Findings

This section interprets the study's findings and relates them to existing literature on internal communication and employee performance.

4.6.1 Communication Frequency and Employee Engagement

The findings revealed a strong and statistically significant relationship between the frequency of internal communication and employee engagement at the Ghana Maritime Authority (GMA). Employees who regularly received updates, memos, and feedback from management reported higher levels of enthusiasm, motivation, and participation in organizational activities. This demonstrates that when information is shared promptly and consistently, it strengthens employees' trust in management and their understanding of organizational goals and direction. Regular communication fosters transparency and inclusiveness, both of which contribute to employees feeling respected, recognized, and connected to the broader mission of the Authority.

These findings are consistent with earlier studies such as Yue et al. (2021) and Ghorbanzadeh et al. (2023), who established that frequent and open internal communication fosters stronger emotional connections between employees and their organizations. Llorente-Alonso et al. (2024) emphasized that constant interaction enhances psychological empowerment, while Yinusa and Ogoun (2024) observed that communication acts as a key driver of employee engagement by satisfying employees' needs for information, recognition, and participation. Similarly, Krishna (2022) noted that internal communication serves as the lifeline of

engagement by building mutual understanding, reducing uncertainty, and reinforcing shared identity among employees.

Within the context of GMA, the evidence suggests that employees value communication that is not only frequent but also two-way and meaningful. When management frequently uses channels such as staff meetings, internal memos, WhatsApp platforms, and official emails to share updates or solicit feedback, employees tend to feel more included in decision-making processes and become more dedicated to achieving organizational objectives. Conversely, sporadic communication, inconsistent updates, or unacknowledged feedback breed frustration and reduce engagement. Thus, consistent and well-structured communication should not be viewed as a routine administrative task but as a strategic management practice that sustains engagement, boosts morale, and strengthens organizational unity at GMA.

4.6.2 Communication Frequency as a Determinant of Performance

The study established a positive and significant relationship between the frequency of internal communication and employee performance at GMA. Employees who experienced consistent communication from management in the form of updates, circulars, policy directives, and performance feedback reported higher efficiency, better coordination, and greater clarity in task execution. Frequent internal communication ensured that staff members understood their roles, timelines, and performance expectations, which in turn improved accountability and overall productivity. Conversely, limited or irregular communication led to confusion, duplication of effort, and delays in workflow, thereby negatively impacting organizational performance outcomes.

These findings resonate strongly with previous research. Agyeiwaa and Arboh (2022) emphasized that effective communication frequency enhances job performance by ensuring

employees have access to the information necessary to perform their duties efficiently. Likewise, Bukar et al. (2025) and Asare (2025) found that communication consistency serves as a key determinant of performance, as it reduces uncertainty and aligns employees' efforts with organizational goals. The findings of this study therefore reinforce the argument that internal communication frequency is a vital component of organizational success, particularly in public sector institutions where bureaucratic delays can easily hinder efficiency.

At GMA, it was evident that departments that received frequent and clear communication from leadership demonstrated higher levels of coordination and task completion. Regular staff briefings, performance feedback sessions, and internal memos promoted teamwork and reduced misunderstandings among employees. Moreover, frequent communication from supervisors created an environment of openness and accountability, where employees could easily seek clarification or share innovative suggestions without hesitation. This aligns with the notion that communication acts as both a motivational and operational tool, motivating employees through recognition and ensuring operational efficiency through timely information flow.

In practical terms, the findings imply that for GMA to sustain and enhance employee performance, it must institutionalize structured and continuous communication mechanisms. This could include periodic staff meetings, weekly digital bulletins, and management updates on operational priorities. Such measures will not only promote efficiency but also foster a sense of shared purpose and collaboration across departments.

4.6.3 Multi-Channel Communication and Organizational Effectiveness

The study found that employees of GMA relied on a combination of traditional and digital communication channels, reflecting the organization's efforts to adapt to evolving

communication needs while maintaining established internal practices. The most frequently used channels included emails, staff meetings, memos, and WhatsApp platforms, with a growing preference for digital tools due to their speed, convenience, and accessibility. Employees reported that emails and WhatsApp groups were particularly effective for sharing timely updates, official notices, and task-related instructions, while face-to-face meetings remained crucial for detailed discussions, team coordination, and problem-solving.

These findings align with previous research by Deepa and Baral (2022) and Amadu and Anyarayor (2022), who emphasized that organizations achieve better communication outcomes when they integrate multiple channels to suit diverse employee preferences and task complexities. The results also corroborate Media Richness Theory (Daft & Lengel, 1986), which posits that different communication media vary in their ability to convey rich information. For instance, digital tools such as instant messaging are effective for quick updates, while richer media such as meetings or video conferences are better suited for resolving complex issues and building interpersonal relationships.

At GMA, the increasing use of digital channels indicates a gradual cultural shift toward more dynamic and interactive communication practices. Employees, particularly younger staff members, expressed a preference for WhatsApp and email platforms because they facilitate instant feedback and allow information to be accessed even outside office hours. However, senior officers and management often preferred traditional methods such as circulars, memos, and face-to-face meetings, which they considered more formal and reliable for official communication. This generational difference highlights the need for GMA to balance technological adoption with inclusivity to ensure all staff members remain informed and engaged.

The findings suggest that the effectiveness of communication at GMA is not solely determined by the medium used, but by how appropriately each channel is applied to suit the message and audience. While emails are suitable for official documentation and policy updates, meetings and briefings are essential for interactive engagement and clarification of complex directives. Therefore, adopting a multi-channel communication strategy that combines both digital and traditional tools can enhance information flow, minimize miscommunication, and improve overall organizational efficiency.

The results demonstrate that communication channels play a pivotal role in determining how effectively messages are transmitted and understood within GMA. Management should therefore continue to invest in digital infrastructure while maintaining traditional communication forums that foster collaboration and inclusiveness. By strategically blending these channels, the Authority can strengthen its internal communication network and create a more responsive, informed, and performance-driven workforce.

4.6.4 Consistency Across Hierarchical Levels

An important finding of this study was that the relationship between internal communication frequency and employee performance did not differ significantly across staff levels. Senior management, middle management, and junior staff all benefited equally from frequent communication in terms of performance enhancement. This suggests that the value of regular communication transcends hierarchical boundaries and is universally important for all employees regardless of their position within the organization.

This finding has practical implications for GMA. It indicates that communication strategies should not be tailored differently for different staff levels in terms of frequency. Rather, all employees require consistent, timely, and transparent communication to perform effectively.

The absence of significant differences across levels may reflect a relatively flat communication culture at GMA, or it may indicate that the basic human need for information, clarity, and feedback is uniform across organizational hierarchies.

This observation aligns with contemporary organizational communication theory, which emphasizes that effective communication is a foundational requirement for all employees, not a privilege reserved for certain levels. By ensuring that communication flows freely and frequently to all staff, GMA can maintain high performance standards across the entire organization and avoid creating information gaps that could lead to disengagement or inefficiency at any level.

4.6 Chapter Summary

This chapter examined the influence of internal communication frequency on employee performance at the Ghana Maritime Authority (GMA). The analysis showed that internal communication at GMA is generally frequent and structured, while employee performance is high, particularly in productivity, teamwork, and goal achievement. Statistical results confirmed a strong positive relationship between communication frequency and performance, with communication explaining a substantial portion of the variation in employee outcomes. The findings suggest that regular and effective internal communication plays a critical role in enhancing employee performance at GMA.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusions, and recommendations drawn from the study on the influence of internal communication frequency on employee performance at the Ghana Maritime Authority (GMA). The purpose of this chapter is to consolidate the main findings discussed in Chapter Four and relate them to the study's objectives. The chapter begins with a brief summary of the research process and key results, followed by conclusions that highlight the implications of the findings. It then provides practical recommendations aimed at enhancing communication effectiveness and improving employee performance within the organization. Finally, it outlines areas for further research to deepen understanding of internal communication dynamics in the public sector.

5.1 Summary of the Study

The findings revealed that internal communication at GMA occurs regularly through multiple channels such as meetings, memos, and electronic correspondence. Respondents generally perceived management communication as clear and timely, although feedback consistency could be improved. Employee performance was reported to be high, with most staff completing tasks on time, meeting performance standards, and contributing effectively to team and organizational goals. Correlation analysis showed a strong positive relationship ($r = 0.682$, $p < 0.01$) between internal communication frequency and employee performance, indicating that more frequent communication enhances staff efficiency and motivation. Regression results further confirmed that communication frequency explained about 46.5% of the variance in

employee performance. Overall, the study demonstrated that effective and regular internal communication significantly contributes to improved employee performance at GMA.

5.2 Conclusions

Based on the findings of the study, it is concluded that the frequency of internal communication has a significant and positive influence on employee performance at the Ghana Maritime Authority (GMA). Regular and well-structured communication fosters clarity, reduces ambiguity, and ensures that employees are consistently informed about organizational goals, policies, and operational changes. When staff receive timely updates and feedback, they are better equipped to align their actions with institutional objectives, leading to improved productivity, accountability, and teamwork.

The study further concludes that effective internal communication not only enhances employees' understanding of their roles but also strengthens motivation and engagement. Frequent communication through appropriate channels such as meetings, memos, and electronic messages creates a transparent and collaborative work environment where employees feel valued and supported. Conversely, infrequent or inconsistent communication can result in misunderstandings, delays, and reduced performance.

The study affirms that maintaining a high frequency of clear, relevant, and responsive internal communication is essential for promoting employee efficiency and achieving operational excellence within GMA. Management can sustain high performance and enhance overall organizational effectiveness by ensuring that communication flows regularly and appropriately across all levels of the organization.

5.3 Recommendations

Based on the findings and conclusions of this study, several recommendations are proposed to strengthen internal communication practices and enhance employee performance at the Ghana Maritime Authority (GMA).

First, management should enhance the frequency and consistency of communication across all departments and units. Routine updates, weekly briefings, and periodic staff meetings should be institutionalized to ensure that employees remain well-informed about organizational decisions, policy changes, and developments. Regular communication builds transparency and keeps staff aligned with the Authority's goals.

Secondly, GMA should adopt a multi-channel communication approach by utilizing various platforms such as emails, memos, intranet portals, WhatsApp groups, and physical meetings to reach all staff promptly. The choice of channel should depend on the urgency and complexity of the message, consistent with the principles of Media Richness Theory, to ensure that information is delivered effectively.

It is also important to promote two-way communication to foster openness and inclusivity. Management should create safe and accessible channels that allow employees to provide feedback, share suggestions, and express concerns without fear of reprisal. Open-door policies, suggestion boxes, and digital feedback systems can help strengthen trust and collaboration between management and employees.

Furthermore, GMA should strengthen supervisory communication skills by providing targeted training for supervisors and middle managers. These individuals play a critical role in cascading information from top management to operational teams. Regular workshops on

communication and leadership can help reduce message distortion and improve understanding across departments.

In addition, the Authority should leverage technology for real-time updates by investing in internal communication software or mobile applications that allow instant message sharing, document distribution, and virtual collaboration. Such tools are especially beneficial for staff operating in remote or field locations.

Management should also encourage feedback and recognition systems that acknowledge employee contributions and provide constructive performance-related feedback. Recognizing staff achievements enhances motivation and reinforces a culture of appreciation, accountability, and continuous improvement.

Finally, GMA should monitor and evaluate communication effectiveness through periodic internal assessments and surveys. Evaluating communication outcomes will help identify weaknesses and ensure that strategies remain responsive to employee needs and organizational priorities.

In summary, improving internal communication at GMA demands a deliberate, structured, and inclusive approach. The Authority can significantly enhance employee performance, job satisfaction, and overall institutional effectiveness by fostering openness, integrating digital tools, and maintaining consistent engagement across all levels.

5.4 Suggestions for Further Research

While this study provides valuable insights into the influence of internal communication frequency on employee performance at the Ghana Maritime Authority (GMA), several areas

remain open for future exploration to deepen understanding and expand the scope of applicability.

Future studies could examine other dimensions of internal communication beyond frequency. Aspects such as clarity, quality, transparency, and feedback mechanisms could be included to offer a more holistic understanding of how communication dynamics influence performance and employee engagement. This would provide a richer picture of the internal communication environment within public institutions.

Researchers may also consider conducting comparative studies across public sector institutions to determine whether the relationship between communication and performance observed at GMA is consistent across different organizations. Such cross-institutional analyses could reveal how organizational culture, structure, and mandate shape communication practices and their effects on employee productivity.

Additionally, future research could benefit from the use of qualitative or mixed-method approaches. Incorporating interviews, focus groups, or case studies could capture the nuanced experiences, perceptions, and emotional dimensions of internal communication that quantitative data might overlook. This would provide deeper insights into the human aspects of communication effectiveness.

Another promising area of exploration involves examining the role of technology in internal communication. With the growing reliance on digital platforms, future research could assess how tools such as intranet systems, instant messaging, and virtual meetings enhance or hinder collaboration, information flow, and employee satisfaction within public organizations.

Researchers could also undertake longitudinal studies to track how communication strategies evolve over time and how such changes impact employee performance and organizational

outcomes. This approach would allow for stronger causal inferences and help identify sustainable communication practices that yield long-term benefits.

Lastly, future studies could explore the impact of leadership communication styles on employee motivation, engagement, and overall performance. Understanding how participatory, directive, or transformational leadership approaches influence communication effectiveness could offer practical insights for leadership development within the public sector.

In summary, future research should build upon the foundation of this study by adopting broader perspectives and diverse methodologies. Doing so will enhance understanding of how effective internal communication contributes not only to improved performance but also to employee satisfaction, engagement, and organizational success.

Reference

- Ababio, C. D., Korang, V., & Ntiamoah, S. Y. (2024). The impact of internal communication on employee performance: Insights from credit unions in Ghana's Central Region. *Convergence Chronicles*, 5(4), 45–56.
- Abduraimi, P. B., Bilalli, M., Islami, X., & Maçani, F. (2024). Does internal organization communication enhance employee engagement? *Economic Studies*, 33(3).
- Acharya, R. (2025). Examining Interpretivism in Social Science Research: Exploring Subjectivity, Context, and Meaning in Social Inquiry. *Education Science & Technology*.
- Agyeiwaa, O. E., & Arboh, F. (2022). The role of effective communication on organization performance: a case study of Ghana's national health insurance scheme. *International Journal of Health Sciences*, 10(1), 366-376.
- Agyekum, H. A., Ali, K. D., Bueger, C., & Larsen, S. L. (2024). Maritime security and the inter-agency challenge: The case of Ghana. *African Security Review*, 33(4), 353-370.
- Ahakwa, I., Yang, J., Tackie, E. A., & Bankole, K. (2021). Exploring the impact of traditional communication channels on customer purchase decision: a case study of University Students in Ghana. *SEISENSE Business Review*, 1(1), 31-44.
- Akinloye, D. N. (2024). *Communication and Online Platforms: Pitfalls, Possibilities, and Pressures* [Doctoral dissertation].
- Amadu, M. F., & Anyarayer, B. K. (2022). Understanding the influence of communication on employee work satisfaction: perspectives from decentralised Government institutions in the Oti Region, Ghana. *Education Research International*, 2022(1), 5024703.
- Amoako-Asiedu, E., Ohemeng, F. K. L., Obuobisa-Darko, T., & Parku, K. (2023). The persistence of organizational performance problems the public services in Ghana:

- The perspective of societal culture. *International Journal of Cross Cultural Management*, 23(2), 443-466.
- Asare, M. N. (2025). From Uncertainty to Alignment: The Role of Internal Public Relations in Supporting Employee Adjustment during Leadership Transitions.
- Brykman, K. M., & Raver, J. L. (2023). Persuading managers to enact ideas in organizations: The role of voice message quality, peer endorsement, and peer opposition. *Journal of Organizational Behavior*, 44(5), 802-817.
- Bukar, K., Usman, M., & Ngubdo, U. M. (2025). Effect of Communication Strategies on Organisational Performance. *Solo International Collaboration and Publication of Social Sciences and Humanities*, 3(02), 225-236.
- Bukar, K., Usman, M., & Ngubdo, U. M. (2025). Effect of Communication Strategies on Organisational Performance. *Solo International Collaboration and Publication of Social Sciences and Humanities*, 3(02), 225-236.
- Casteel, A., & Bridier, N. L. (2021). Describing populations and samples in doctoral student research. *International journal of doctoral studies*, 16(1).
- Charles, J., Francis, F., & Zirra, C. T. O. P. (2021). Effect of employee involvement in decision making and organization productivity. *Archives of Business Research (ABR)*, 9(3), 28–34.
- Daft, R. L., & Lengel, R. H. (1986). Organizational information requirements, media richness and structural design. *Management Science*, 32(5), 554–571. <https://doi.org/10.1287/mnsc.32.5.554>
- Daft, R. L., & Lengel, R. H. (1986). Organizational information requirements, media richness and structural design. *Management Science*, 32(5), 554–571. <https://doi.org/10.1287/mnsc.32.5.554>

- Deepa, R., & Baral, R. (2022). Is my employee still attracted to me? Understanding the impact of integrated communication and choice of communication channels on employee attraction. *Corporate Communications: An International Journal*, 27(1), 110-126.
- Dutruef, S. P., Hentel, K. D., Hecht, E. M., & Kadom, N. (2024). Patient-centered radiology communications: engaging patients as partners. *Journal of the American College of Radiology*, 21(1), 7-18.
- Dzanku, F. M., Osei, R. D., Nkegbe, P. K., & Osei-Akoto, I. (2022). Information delivery channels and agricultural technology uptake: experimental evidence from Ghana. *European Review of Agricultural Economics*, 49(1), 82-120.
- Elegbe, O., & Dooshima, S. A. (2021). Influence of internal corporate communication on employee's job performance improvement. *Journal of Management and Social Sciences*, 10(3).
- Elegbe, O., & Dooshima, S. A. (2021). Influence of internal corporate communication on employee's job performance improvement. *Journal of Management and Social Sciences*, 10(3).
- Ghana Maritime Authority. (2022). *Right to Information Manual*. Government of Ghana.
- Ghorbanzadeh, D., Chandra, T., Akhmadeev, R., Yurievna Aleynikova, M., & Muda, I. (2023). Enhancing emotional culture through internal communication: Impact on employee-organization relationships and employee advocacy. *International Journal of Strategic Communication*, 17(5), 475-495.
- Giles, H., & Coupland, N. (1991). *Language: Contexts and consequences*. Thomson Brooks/Cole Publishing Co.

- Hadziahmetovic, N., & Salihovic, N. (2022). The role of transparent communication and leadership in employee engagement. *International Journal of Academic Research in Economics and Management Sciences*, 11(2).
- Ify, I. P. (2024). Communication strategies and employee productivity. *Global Journal of Social Sciences*, 23(1), 97-102.
- Jacobsen, C. B., & Salomonsen, H. H. (2021). Leadership strategies and internal communication in public organizations. *International Journal of Public Sector Management*, 34(2), 137–154.
- Jacobsen, C. B., & Salomonsen, H. H. (2021). Leadership strategies and internal communication in public organizations. *International Journal of Public Sector Management*, 34(2), 137–154.
- Jiang, H., & Shen, H. (2023). Toward a relational theory of employee engagement: Understanding authenticity, transparency, and employee behaviors. *International Journal of Business Communication*, 60(3), 948–975.
- Jiang, H., & Shen, H. (2023). Toward a relational theory of employee engagement: Understanding authenticity, transparency, and employee behaviors. *International Journal of Business Communication*, 60(3), 948–975.
- Koch, T., & Denner, N. (2022). Informal communication in organizations: work time wasted at the water-cooler or crucial exchange among co-workers? *Corporate Communications: An International Journal*, 27(3), 494-508.
- Krishna, A. (2022). Employee-organization identity fusion: Connecting leadership and symmetrical internal communication to identity-and engagement-related outcomes. *International Journal of Business Communication*, 23294884221130744.

- Lehner, L. S. (2025). Change Management in Cross-Media Organizational Development: Evidence from a Public Service Media Provider in Germany. *Journalism Practice*, 1-22.
- Llorente-Alonso, M., García-Ael, C., & Topa, G. (2024). A meta-analysis of psychological empowerment: Antecedents, organizational outcomes, and moderating variables. *Current Psychology*, 43(2), 1759-1784.
- Maksimovic, J., & Evtimov, J. (2023). Positivism and post-positivism as the basis of quantitative research in pedagogy. *Research in Pedagogy*, 13(1), 208-218.
- Mbhele, S., & De Beer, E. (2021). Achieving employee engagement through effective internal communication. *Communicare: Journal for Communication Sciences in Southern Africa*, 40(2), 153-182.
- Okunade, J. K. (2025). Exploring the Impact of Effective Internal Communication Strategies on Employee Morale, Productivity, and Organizational Culture. *Lakhomi Journal Scientific Journal of Culture*, 6(1), 1-11.
- Olson, D. J. (2025). *The Effects of Hyper-communication: A Quantitative Study on Workplace Productivity* [Doctoral dissertation, Liberty University].
- Pretorius, L. (2024). Demystifying research paradigms: Navigating ontology, epistemology, and axiology in research. *The Qualitative Report*, 29(10), 2698-2715.
- Rabiu, M. M., Bakare, A. A., Lamino, A. H., Olalekan, A. J., & Oluseun, O. O. (2024). Employee job satisfaction and employee productivity in nigeria'S federal civil service: An empirical examination of communication as metric for job satisfaction. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 9(3), 6.

- Raza, M., Khokhar, M. F., Zubair, M., & Rubab, M. (2023). Impact of transparent communication in HR governance: fostering employee trust and engagement. *Bulletin of Business and Economics (BBE)*, 12(3), 558-566.
- Saks, A. M., Gruman, J. A., & Zhang, Q. (2022). Organization engagement: a review and comparison to job engagement. *Journal of Organizational Effectiveness: People and Performance*, 9(1), 20-49.
- Sibeko, P. M. (2022). *Relationships among organisational culture, internal communication, and employee engagement in a government owned entity* [Doctoral dissertation, University of Johannesburg].
- Stratton, S. J. (2021). Population research: convenience sampling strategies. *Prehospital and disaster Medicine*, 36(4), 373-374.
- Sukmawati, S. (2023). Development of quality instruments and data collection techniques. *Jurnal Pendidikan Dan Pengajaran Guru Sekolah Dasar (JPPGuseda)*, 6(1), 119-124.
- Taherdoost, H. (2021). Data collection methods and tools for research; a step-by-step guide to choose data collection technique for academic and business research projects. *International Journal of Academic Research in Management (IJARM)*, 10(1), 10-38.
- Tracy, S. J. (2024). *Qualitative research methods: Collecting evidence, crafting analysis, communicating impact*. John Wiley & Sons.
- Umo-udo, N. S., Udotong, J. I. R., Ebong, I. B., & Udoudo, I. P. (2025). *Capacity Enhancement Strategies and Organizational Productivity in Nigeria's Civil Service. An Assessment of Akwa Ibom State Ministry of Education*.
- Vuong, T. D. N., & Nguyen, L. T. (2022). The key strategies for measuring employee performance in companies: a systematic review. *Sustainability*, 14(21), 14017.
- Yinusa, D., & Ogoun, J. (2024). Exploring Communication Practices as Drivers of Employee Loyalty and Engagement. *Journal of Policy Options*, 7(3), 1-11.

Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the effects of internal communication and emotional culture on employees' organizational identification. *International Journal of Business Communication*, 58(2), 169-195.

Appendix

Questionnaire

Introduction

This questionnaire is designed to collect information on how the frequency of internal communication influences employee performance at the Ghana Maritime Authority (GMA). The study is purely academic, and your participation is voluntary. All responses will remain strictly confidential and will be used only for research purposes. Please answer honestly and tick [✓] the most appropriate option or provide information where required. There are no right or wrong answers.

The final instrument provides a reliable and valid means of capturing data on how internal communication frequency affects employee performance at GMA.

Section 1: Demographics

Please tick [✓] the appropriate option or fill in the blank spaces.

1.1 Age:

18–25 26–35 36–45 46–55 56 and above

1.2 Gender:

Male Female Prefer not to say

1.3 Educational Qualification:

Diploma Bachelor's Degree Master's Degree PhD

1.4 Current Job Position:

Executive/Top Management
 Middle-Level Management
 Junior/Operational Staff

1.5 Years of Service in GMA:

- Less than 1 year 1–5 years 6–10 years Above 10 years

Section 2: Frequency of Internal Communication at GMA

Indicate the extent to which you agree with the following statements.

(1 = Strongly Disagree, 5 = Strongly Agree)

- 2.1 I receive regular updates from management regarding organizational matters.
- 2.2 My supervisor frequently communicates important information to me.
- 2.3 Internal communication channels (emails, memos, meetings) are well-utilized.
- 2.4 Team meetings and briefings are held regularly.
- 2.5 I feel informed about key decisions and changes in the organization.
- 2.6 Feedback and responses from management are timely.

Section 3: Employee Performance at GMA

Indicate your agreement with the following statements.

(1 = Strongly Disagree, 5 = Strongly Agree)

- 3.1 I complete assigned tasks on time.
- 3.2 I consistently meet the quality standards expected of my work.
- 3.3 I am productive during my work hours.
- 3.4 I work well both independently and as part of a team.
- 3.5 I contribute to the achievement of departmental and organizational goals.
- 3.6 I am able to perform efficiently with minimal supervision.

Section 4: Relationship between Communication Frequency and Employee Performance

Indicate your agreement with the following statements.

(1 = Strongly Disagree, 5 = Strongly Agree)

- 4.1 Frequent communication improves my understanding of work expectations.
- 4.2 Effective internal communication increases my motivation to perform better.
- 4.3 Regular communication enhances my overall job satisfaction.

4.4 There is a direct link between how often I receive communication and how I perform.

4.5 Timely feedback contributes positively to my performance outcomes.

Thank You for Your Participation

Your feedback is vital to this research and will be kept strictly confidential.