



SCHOOL OF GRADUATE STUDIES AND RESEARCH (SoGSaR)  
FACULTY OF BUSINESS AND STRATEGIC COMMUNICATION

EXAMINING THE RELATIONSHIP BETWEEN INTERNAL COMMUNICATION, JOB  
SATISFACTION, AND EMPLOYEE PERFORMANCE: A CASE STUDY OF PUBLIC  
INSTITUTIONS IN GHANA

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A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND RESEARCH,  
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MANAGEMENT.

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## DECLARATION

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

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## **DEDICATION**

I dedicate this work to my family and supervisor for their support and encouragement.

## ABSTRACT

Effective communication has always been the foundation of organizational success. It allows organizations to transcend their vision, mission, objectives and policies to staff and boosts organizational equilibrium. The core objective of the study was to investigate the relationship between internal communication effectiveness on job satisfaction, as well as the subsequent impacts on employee performance. It sought to examine the current state of internal communication and its influence on job satisfaction and work performance through variables such as accuracy, credibility, timeliness, completeness, usefulness, feeling valued, fulfillment, quality and communication channels. The study employed a quantitative approach, using stratified random sampling technique to select 102 participants from diverse public sector organizations in Ghana to partake in the survey.

To gain empirical insights, the mediating role of job satisfaction in the relationship between internal communication and employee performance was analyzed. To ensure the reliability of measurement scales, Cronbach's alpha was used to assess internal consistency. Additionally, factor analysis was conducted to identify underlying dimensions within the variables and refine measurement constructs. The relationships between the study variables were tested using Multivariate Analysis of Variance (MANOVA), which allowed for the examination of multiple dependent variables simultaneously. Mediation analysis was performed using a combination of bivariate and multiple regression to assess the indirect effect of job satisfaction in the relationship between internal communication and employee performance. To determine the statistical significance of the mediation effect, the Sobel Test calculator was utilized, providing robust evidence of whether job satisfaction significantly transmits the impact of internal communication on employee performance.

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# CHAPTER ONE

## 1.0 INTRODUCTION

Effective internal communication is the cornerstone for the smooth functioning of organizations, especially in public institutions, where transparency, coordination, and clear information flow is paramount. (Musheke & Phiri, 2021) view internal communication as a crucial and significant element in organizations that necessitate the creation of collaboration within the working environment and affects organizational performance and decision-making. By this, internal communication plays a significant role in the success of any organization as it outlines management's expectations, builds trust, promotes transparency, and addresses employees' concerns regarding attaining organizational goals and targets especially in public institutions, which often serve large and diverse populations. It also promotes success and sustainability of organizations in a dynamic contemporary business landscape.

The significance of internal communication to organizational success is emphasized in literature (e.g. Nalina, 2016; Spaho, 2011; Zaumane, 2016). This study aims to examine the relationships between internal communication, job satisfaction, and employee performance within Ghanaian public institutions. By exploring how internal communication practices impact job satisfaction and how both elements influence employee performance, the research will identify key dynamics that contribute to the effectiveness of public institutions. Understanding these relationships is essential for developing and reviewing existing strategies to improve organizational efficiency, employee morale, and service delivery in the public sector

## 1.1 Background

Internal communication is the verbal and written communication that takes place within the organization at individual and collective levels and contributes to developing working methods and strengthening social relationships between employees (Achour, 2022). Organizations depend on communication to enhance employee engagement and encourage in-role and extra-role attitudes that are strategically focused and tied to the purpose and relevance of the organization, thereby boosting employee performance and productivity.

In this way, communication helps create and sustain effective systems between leaders and employees by enabling the exchange of ideas, information, attitudes, and emotions (Tkalac Verčič, 2021). This makes communication the backbone of organizational functioning and success. Beyond internal communication, job satisfaction also plays a critical role in enhancing employee performance. In the workplace, internal communication, job satisfaction, and employee performance are closely interconnected.

In practice, internal communication influences employee performance by clearly communicating organizational goals and objectives, outlining workflows and work standards, shaping organizational culture and climate, and guiding overall work output. At the same time, the quality of employees' work reflects their level of satisfaction, which in turn signals how effective the organization's communication systems are. Research shows that the greater the level of job satisfaction employee's experience, the more positively their performance is affected (Wahyudi et al., 2022). Satisfied employees tend to perform at their best in pursuit of organizational goals. They are more likely to be punctual, productive, committed, and generally more fulfilled both at work and in their personal lives. To enhance job satisfaction and, by extension, employee performance, organizations should create opportunities for growth and advancement, offer fair pay structures, involve employees in decision-making processes, and actively promote organizational commitment.

In perspective, effective communication has been linked to positive outcomes in organizational success and employee's job output. However, the inability of managers to also effectively communicate with their employees could lead to employee job dissatisfaction and work performance (Dooshima, 2021). The same is true when employees do not trust their management because of discrepancies in the flow of crucial information. Effective communication leads to increased job satisfaction, safety, productivity, and profits, while decreasing grievances and turnover. Organizations that prioritize internal communication by setting up a separate internal corporate communication department usually have higher levels of employee engagement. Therefore, effective internal communication is essential in addressing organizational concerns boosting satisfaction and promoting performance.

In public institutions, effective internal communication plays a pivotal role in shaping employee engagement, job satisfaction, and overall performance. However, despite the recognized importance of internal communication, many public organizations face challenges in fostering a seamless

communication channels which enhances job satisfaction and improved employee performance. The relationship between internal communication, job satisfaction, and employee performance remains under explored, particularly in the context of public institutions, where structural complexities, hierarchical barriers, bureaucracy, politics, and resource constraints can hinder communication flow. As a result, employees experience disengagement, lack of motivation, or decreased job satisfaction, which ultimately affects their performance.

This study aims to investigate how the quality of internal communication within public institutions impacts employees' job satisfaction and performance. By examining factors such as communication quality, clarity, transparency, and feedback mechanisms, the research seeks to uncover the underlying linkages between these variables. The findings are expected to provide insights into how improving internal communication can enhance employee morale, contribute to a higher level of job satisfaction, and boost overall performance within public institutions. This, in turn, may offer valuable recommendations for public administrators to develop strategies for improving communication systems, thereby fostering productive and positive working environments.

## **1.2 Problem Statement**

Effective internal communication is critical for organizational performance, enabling efficient task execution, transparency, and employee engagement. In public institutions, well-structured communication systems foster participatory decision-making, timely feedback, and job satisfaction (Sharma et al., 1998). Conversely, poor communication leads to misunderstandings, low performance, and high turnover (Vesala-Varttala & Varttala, 2010.).

Public institutions in Ghana face unique communication challenges due to their complex, bureaucratic structures and accountability to multiple stakeholders with competing interests. These challenges manifest as information delays, unclear messaging, inadequate feedback systems, and over-reliance on informal channels (Bui et al., 2019). Such communication breakdowns directly impact employee performance, motivation, and ultimately, public service delivery.

While existing studies have examined internal communication, job satisfaction, and employee performance separately within Ghanaian public institutions, there is limited empirical evidence on how these three variables interact and influence each other in this specific context. Specifically, the

mechanisms through which communication quality, channel effectiveness, and employee perceptions collectively shape both job satisfaction and performance outcomes remain unclear. Furthermore, no comprehensive framework exists to guide public institutions in Ghana on optimizing their internal communication strategies to simultaneously enhance employee satisfaction and performance.

This study addresses this gap by examining the relationships among internal communication, job satisfaction, and employee performance in selected Ghanaian public institutions, with the aim of developing evidence-based recommendations for improving communication practices.

### **1.3 Research Objectives**

1. To examine the current state of internal communication practices in Ghanaian Public Institutions.
2. Assess the perception of the quality of communication received and its impact on job satisfaction.
3. To analyze the relationship between internal communication effectiveness and job satisfaction in Public Institutions.
4. Analyze the relationship between job satisfaction and employee performance in Public Institutions.
5. Explore the mediating role of job satisfaction in the relationship between internal communication and employee performance.

### **1.4 Research Questions**

1. What are the recent internal communication practices adapted by Ghanaian Public Institutions?
2. Does quality internal communication influence job satisfaction in Public Institutions?
3. What is the relationship between internal communication and job satisfaction in Public Institutions?
4. What is the relationship between job satisfaction and employee performance in Public Institutions?
5. How does job satisfaction mediate the relationship between internal communication and employee performance?

## **1.5 Significance of Study**

The findings from this research is expected to enhance academic knowledge in Public Relations by serving as a reference point in understanding the prospects of work performance and job satisfaction in internal communication. It will serve as a model to improve the existing communication structures and system of public agencies in Ghana while benefiting Public Relations (PR) and Human Resource (HR) Departments of such Institutions looking to enhance their communication structures.

Finally, the research will provide meaningful information to Government and Heads of Public Institutions about the efficiency and credibility of their communication policies, practices, and programs. And also create awareness to stakeholders on the strategic ways of improving communication to boast performance and satisfaction in institutions.

## **1.6 Organization of the Study**

This research is organized into five chapters. The first chapter comprises the introduction and background of the study, problem statement, research objectives, research questions, the significance of the study, and finally organization of the study. The second chapter discusses the theoretical framework guiding the study and reviews related literature. Chapter three deals with methodology, approach, research design, population, sampling method, sampling size, data collection instruments, and data analysis tools used for the study. Chapter four analyses the search findings and chapter five summarizes the findings, draws conclusions, and makes commendations for further research.

## **1.7 Chapter Summary**

This chapter captured the introduction to the study, background of the study, problem statement, research objectives and questions, rationale for the study, significance of the study, research methodology, and organization of the study. The next chapter will review related literature, define key concepts, and discuss theories underpinning the studies.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This section focuses on reviewing primary and secondary data to gain meaningful insight and acquire accurate information that will enhance and shape the study. It also grants the opportunity to review underlying theoretical frameworks, explain operational concepts, and analyze existing scholarly viewpoints on the research topic.

#### 2.1 Theoretical Framework

Research deploys numerous theories, such as System theory, Human Relations theory, Human Resources theory, X and Y theory, and a host of others, to validate and contextualize the studies. As (Nord et al., 2019) suggested a theoretical framework is a foundational assessment of theoretical propositions that acts as a guide for building an argument in support of a research paper. As such, theoretical frameworks affirm and demonstrate research is well-founded or rooted in notions of existing theories. In this study, the excellence theory and social exchange theory will be examined and serve as the foundation for the study.

- **Excellence Theory**

In today's corporate space, characterized by fierce competitiveness, the pursuit for excellence is constant, and one theory that remains a guiding principle for success is the excellence theory. This theory, rooted in public relations but applicable across all industries, emphasizes the critical role of communication in achieving and sustaining excellence in business operations. The Excellence Theory often associated with communication scholars James E. Grunig and Larissa A. Grunig, states, for organizations to excel, they must align their internal communication practices with strategic goals and objectives. In other words, internal communication should constitute an integral part of organizations' overall strategy rather than an afterthought.

Excellence is rooted in symmetrical communication, which prioritizes trust and strong employee relationships through openness, honesty, empowerment, and a fair balance of interests between organizations and their employees (Grunig & Grunig, 2008). In this approach, communication goes beyond simple two-way exchanges or listening; it actively seeks to influence organizational behavior by valuing and integrating employees' views and feedback. Organizations achieve this by practicing inclusive internal communication, listening attentively to employees, responding to their concerns, and involving them in decision-making processes. It also requires choosing appropriate communication channels that minimize barriers and ensure messages are clear and accessible. When symmetrical communication is effectively applied, it helps reduce workplace rumors, gives employees a sense of control, eases uncertainty during periods of change, promotes openness, commitment, and readiness to support organizational goals (Puyod & Charoensukmongkol, 2021).

In addition, symmetrical communication places strong emphasis on open dialogue among both internal and external stakeholders as a means of shaping attitudes and behaviors in ways that benefit all parties involved, rather than relying on control or manipulation (Men & Yue, 2019). This approach to communication excellence values mutual understanding, flexibility, responsiveness, cooperation, and a fair balance of power and interests. Excellence theory also promotes the building of strong stakeholder relationships by encouraging a participatory communication culture. Employees are viewed as active contributors and partners in the organization, not just passive receivers of information. This sense of inclusion strengthens trust and collaboration, which in turn supports sustained productivity, enhanced performance, and a stronger focus on meeting the needs of external stakeholders and customers (Tkalac Verčič & Pološki Vokić, 2017).

This theory has proven to promote the measuring and evaluation of communication strategies and allowing organizations to utilize the opportunity to set clear objectives, measure progress and adjust communication strategies based on data and feedback. The data-driven approach improves communication efforts continually. The idea of measuring and evaluating communication strategies and policies will set the right organizational culture and climate, boost employee performance and promote success. Odai et al., (2021) believes organizational culture shows a significant and positive influence on employee engagement. Citing that when organizational members share values and assumptions in an environment in which their organization grows, they become highly committed to their work. Thus, setting the right avenues to promote monitoring and evaluation for productivity.

In summary, the excellence theory has a definite impact on organizations by highlighting the critical role of communication in achieving and sustaining excellence. It embraces principles of symmetrical communication, elevates relationship building, and measurable outcomes; businesses can enhance their reputation, build stronger stakeholder relationships, gain a competitive edge, and navigate crises with resilience. The excellence theory guides organizations toward lasting success in today's fast-paced and interconnected business environment.

- **Social Exchange Theory**

Cropanzano et al., (2017) defined the Social Exchange Theory as one, an initiation by an actor toward the target, two an attitudinal or behavioral response from the target in reciprocity, and three the resulting relationship. The concept of exchange is not limited to organizations but extends to the social life of individuals such as family, friends, and relatives. The theory as developed by George Homans in 1961 (Davlembayeva, 2025.) can be applied to both economics and social exchanges, but in social exchanges, trust and commitment are more important than formal contracts. The theory is built on the premise that people give something with the hope of receiving something valuable in return (Ahmad et al., 2023). These exchanges could be financial or socio-economical in forms such as care, respect, recognition, promotion, loyalty, and job retention. The latter feelings provokes obligation, gratitude, and trust. Digging deep into the definition of the social exchange theory the following components will be discussed: Cost, Reward and Profit (Redmond, 2015)

According to Crossman (2020) lasting relationships are based on approval, respect, trust, and care between parties, employees and employers. Homans' key propositions structured the study of social behavior in terms of rewards and punishment with positive behaviors attributed to reward and continuity. The five propositions in this study are as follows:

- His first proposition, the success proposition, states that behavior that generates positive consequences is likely to be recurring.
- The second proposition, the stimulus proposition, states that behavior that has been rewarded on such occasions in the past will be performed in a similar context.
- The value proposition, the third proposition, specifies that the valuable result of an action to an actor is more likely that action is to be performed.

- The fourth proposition, the deprivation-satiation proposition, qualifies the stimulus proposition introducing the general ideal of diminishing marginal utility: the more often a person has recently received a particular reward for an action, the less valuable is an additional unit of that reward.
- Finally, the fifth proposition described the reaction when individuals react emotionally to different reward situations. For instance, people will become angry and aggressive when they do not receive what they anticipate.

### **2.1.3. Elements of the Social Exchange Theory**

Social exchange theory views human interaction as a process in which individuals weigh the time and effort, they invest against the benefits they receive. Time is considered a non-material cost, as individuals expend energy in conversations and interactions that could otherwise be used for alternative activities. The perceived value of this time depends on the level of demand placed on individuals, and people are more likely to devote time to interactions they find beneficial (Redmond, 2015). Within organizational contexts, employees spend a large portion of their daily lives at work, making recognition and appreciation essential for sustaining high levels of performance. Organizations can therefore apply social exchange principles to design motivational practices that encourage respect, inclusion, and shared values, ultimately enhancing employee satisfaction and productivity.

Rewards within organizations extend beyond financial incentives and include social and psychological benefits such as recognition, trust, and acceptance ((Redmond, 2015; Human Resources Management Practices, 2021). Social exchange theory emphasizes that such rewards emerge through interpersonal interactions and play a crucial role in motivating continued engagement. From a self-determination perspective, motivation may be intrinsic, driven by personal fulfillment, or extrinsic, influenced by external incentives or the desire to avoid negative consequences. Intrinsic motivation, in particular, supports sustained commitment and improved performance. When the perceived benefits of interaction exceed potential penalties, individuals are more likely to maintain those interactions (Crossman, 2020).

According to Homans (1961), individuals experience profit when rewards outweigh the associated costs, leading them to favor relationships that provide greater overall benefits. Satisfaction is

therefore linked to the balance between what is gained and what is sacrificed. Research suggests that people remain engaged in relationships when current rewards surpass costs and when future benefits are anticipated (Ferrara & Levine, 2009; as cited in Redmond, 2015). Despite its strengths in explaining behavior through rational decision-making, social exchange theory has limitations. It does not adequately address negative or irrational behaviors, changing relationship dynamics, or individual differences in the valuation of rewards and punishments. Furthermore, it overlooks the broader social and structural factors that shape human interactions (Crossman, 2020).

## **2.2 Definitions of Internal Communication**

Communication plays a crucial role in formulating and executing organizational strategies (Quirke 2017; Stegăroiu & Talal, 2014). Different studies have implicated that internal communication is related to work values. Chan, Yedder and Vipulakom, (2020) also identified a mutually beneficial connection between internal communication and organizational climate; leadership and leadership styles (Ophilia & Hidayat, 2021); Men, 2014) employee management (Kang & Sung, 2017).

Most of these authors state that writers use Scott Cutlip's (1985) definition of internal communication as identifying, creating, and maintaining mutually beneficial connections between the organization and its staff, whose success and failure depend on. In essence, communication can be equated to the blood that runs through the vessels to link organs and tissues of the human body. It connects all departments, units, and sections of any organization to relevant stakeholders to promote goals and objectives.

Mersham and Skinner also stipulate in Soha (2010) that communication within an organization has a crucial role to play as it permeates all activities and, thus, represents an important work tool through which individuals can understand their organizational roles, coordinate and facilitate organizational sub-units. Thus, internal communication plays a vital role in running the daily activities in any organization. The term internal communication is synonymously equated to organizational communication, employee communication, intra-organizational communication, internal relations, and internal public relations (Dolphin, 2005; (Tkalac Verčič et al., 2012); Welch, 2013; (Welch & Jackson, 2007) propose a refined definition that identifies separate internal communication as stakeholder connection: "The strategic management of interactions and relationships between stakeholders within organizations across several interrelated dimensions, including internal line

manager communication, internal team peer communication, internal project peer communication, and internal corporate communication.

- **Dimensions of Internal Communication**

Internal communication is widely recognized as a multidimensional construct that reflects how information is exchanged, interpreted, and acted upon within organizations (Johlke & Duhan, 2000; Downs & Hazen, 1977). Scholars argue that understanding these dimensions is essential for evaluating communication effectiveness and developing systematic approaches to studying internal communication. Over the years, several researchers have proposed different sets of dimensions, reflecting the complexity of communication processes across organizational contexts. Table 2.1 summarizes the major contributions.

**Table 2. 1: Summary of Internal Communication Dimensions**

<b>Author(s)</b>	<b>No. of Dimensions</b>	<b>Dimensions</b>	<b>Comments</b>
Downs & Hazen (1977)	8	Organizational climate; supervisor communication; organizational integration; media quality; horizontal communication; organizational perspective; subordinate communication; personal feedback	Downs (1990) later added interdepartmental communication and top management communication, raising the total to 10
Johlke & Duhan (2000)	4	Frequency, mode, content and communication direction	Tested mainly in supervisor and sales manager communication
Gray & Laidlaw (2004)	2	Information-level communication; relational-level communication	Distinguish task-related vs relational exchanges.
Downs & Adrian (2004)	3	Adequacy of information exchange; Communication channel; Communication relationship	ICA considers these core to effective patterns.
Maltz (2000)	3	Richness; Spontaneity; Speed	Face-to-face is richest; spontaneity improves understanding

Building on these models, this study adopts three commonly recurring dimensions: information quality, communication channels, and communication relationships.

**Information quality** captures clarity, accuracy, completeness, timeliness, credibility, and usefulness of messages—elements shown to reduce errors, support task performance, and prevent reliance on informal networks (Byrne & LeMay, 2006; Robinson & Thelen, 2017).

**Communication channels** refer to the verbal and non-verbal methods through which information flows, including email, meetings, digital platforms, and social media. Research shows that the choice of channel influences message richness, speed, and accuracy (Maltz, 2000; Ziegele & Reinecke, 2017).

**Communication relationships** capture the interpersonal dynamics that facilitate information flow. Comfortable, open supervisor–employee relationships reduce communication barriers and enhance organizational effectiveness (Downs & Adrian, 2004; Men, 2015).

These three dimensions therefore offer a comprehensive and practical framework for assessing internal communication within organizational settings

### **2.3 The Role and Importance of Internal Communication**

In the presence of competitive advantages, communication not only focuses on the role of employee satisfaction and productivity but also ensures positive contributions that well informs employees to make meaningful impacts on external public relations efforts. Employees can be an organization's best ambassador, depending on the frequency of information. Howard (1998) internal communication is regarded as the lifeline of any organization as it determines the flow, culture, climate and structure within which these corporations exist and operate. It plays a pivotal role in defining and maintaining the organizational structure by facilitating the flow of information from top management to employees and vice versa, strengthening two-way communication flow and enhancing feedback and participatory decision-making for all.

In today's corporate environment, initiating the right conversation with stakeholders (leaders, partners and employees) to focus on internal strategies and affairs can boost productivity and engagement. Corporate communication sets the right platform to design strategies, create an opportunity to discuss projects, share ideas, network, mentor and coach employees. Communication between employees and leadership ensures internal stakeholders are always informed and updated on

events, policies, engagement initiatives, headcount changes and the overall business to create a sense of transparency and openness. It's not surprising that people crave information and do not like to work in the dark. Therefore, good internal communication is about ensuring everyone is adequately involved and invested in the bigger corporate picture.

Additionally, the internal communication strategy adopted by an organization gives employees and clients a holistic view regarding the organization in terms of values and strategies towards success. Internal communication is an integral ingredient in creating a compelling employer brand from within the organization by shaping positive employee experiences that transform them into advocating for the brand. These experiences will impact and shape employees' perceived roles and responsibilities and adversely promote dedicated ambassadors for the organization. Organizations can boost their brand by ensuring internal communication strategies promote a collaborative approach and foster strong relationships with internal stakeholders.

Effective communication is required in managing the impact of change and crisis management in organizations. This era brings about feelings of uncertainty, fear and job insecurity among employees, stakeholders and shareholders. However, constant and transparent communications can waive doubts and boost employees' confidence and support for the organization during this period. Sharing information about what is happening, who will be affected and strategies that have been assigned to combat the situation keeps staff at ease during the transition.

(Kihl, 2023) outlined the essential role internal communication performs in the corporate world as;

- Aligning visions and objectives
- Empowering employees
- Nurturing a positive work culture
- Crisis management
- Providing real time feedback and
- Enabling remote work

He attributed internal communication to an unseen engine that propels organizations towards its goals and objectives. By doing so, fostering alignment, empowerment, positive working culture, effective crisis management, real time feedback and encouraging strong internal communication mechanisms that facilitate business success

## 2.4 Channels of Internal Communication and its Effectiveness

The advent of technology has significantly impacted corporate communication, widening the scope and choices of channels required to reach target audiences. Suthers (2017) defines communication channels as the methods used by organizations to convey important messages to employees. These channels range from traditional, face-to-face to print publications, electronic media, and social media. All internal media: print (magazines, newsletters, memos, posters, leaflets, brochures, banners), electronic (email, intranet, video broadcasts, instant messaging), and face-to-face (team meetings, Chief Executive Officer roadshows and town hall sessions), can be effective if the methods used are considered acceptable and appropriate by employees (Welch, 2011). Organizations must deploy multiple channels to cater for different communication preferences and ensure important messages reach employees promptly and effectively. These measures will enhance engagement by increasing the likelihood of employees receiving and engaging with relevant information(Shockley-Zalabak, 2015).

A communication guide developed by the Health Foundation United Kingdom (2019) suggests that organizations must consider three variables when selecting the appropriate communication channels to engage their constituents, including which channels employees trust and use; the purpose of the communication; and types of resources the organization has.

Since channels vary in levels of complexity, formality, cost, and capacity, organizations and their management must consider the needs and preferences of employees, resources, speed of data transfer, sender's goals, message, and receiver's characteristics in choosing the best channels to reach internal publics (Tkalac Vercic, 2019). It is also critical to ensure consistent messaging to reinforce organizational values, goals, and expectations across various communication channels. When employees receive consistent messages from different sources within the organization, it reduces confusion and ambiguity and promotes uniformity toward organizational directions (Shockley-Zalabak, 2015).

Additionally, relying on both formal and informal communication structures and its communication network frequently defines how formal communication must occur; who talks to whom about what, when, where, and how. This communication is typically linked to formalized authority relationships within the hierarchy. Informal communication on the other hand is channeled through channels other than those that have been clearly defined within an organization.

## **2.5 Internal Communication in Public Institutions**

Public institutions encompass governmental agencies; municipal, metropolitan, district, and regional bodies play essential roles in the development and governance of societies. These institutions serve the public interest by providing critical services in education, healthcare, public safety, and infrastructure. For such organizations to function effectively, internal communication becomes a core element that influences decision-making, policy implementation, and the satisfaction of employees and citizens alike. The efficacy of internal communication as an integral part of these organizational structures depends solely on management's perceived notions on communication and its benefits to the overall goals and objectives of institutions. The structure of internal communication in such institutions is influenced by factors such as the nature of the hierarchy structure, level of bureaucracy, communication flow, culture, climate, and channels of communication adapted by those institutions. Sukma et al., (2022) detected ineffective internal communication strategies in most Public Institutions, coupled with frequent information delays among employees in Zanzibar. The research uncovered leaked information to unauthorized persons resulting from an improper communication strategy and the existence of a poor hierarchy of communication, reducing employees' commitment to work. Internal communication was not seen as a strategic focus for effective organizational performance. However, the research revealed a linkage between internal communication and organizational performance, targeting specifically the methods used by the employees to communicate internally. The outcomes indicated that public institutions deployed many channels for communicating, notable among them including internal memo, face-to-face meetings, telephone, and intranet. Apart from the methods of communication, analyses showed the influence of internal communication to organization performance. These are creating harmony and mutual relationships among staff, increasing organizational control of uncertainty and risk management, giving directions to reach the organization's performance and achieve the performance goal planned, and enabling the distribution of timely information for better decision making. Additionally, the study recommended further research on the barriers of internal communication and its influence on employee performance to complement its findings.

Another study conducted on the impact of internal communication within an institution of higher education during COVID-19 aimed to gain a better understanding of communication during a crisis from an institutional perspective, specifically focusing on both formal and informal communication. While communication during a crisis differs from normal organizational communication, this study

offers important insights into both formal and informal channels. Scholars have found that poor communication leads to cynicism, disengagement, employee turnover, poor customer service outcomes, and distrust (Teresko, 2004). In contrast, quality communication, that is, transparent and symmetrical, leads to trust, higher morale, and greater readiness for change (Bommer et al., 2005; Qian & Daniels, 2008; Wanous et al., 2000; Wu et al., 2007). The findings revealed the far-reaching effects of crisis planning and communication.

## **2.6 Definitions and Components of Job Satisfaction**

Amadu and Anyarayor's (2022) study on decentralized government institutions in the Oti Region of Ghana found that effective communication fosters mutual understanding between management and employees, which in turn improves job satisfaction and enhances organizational productivity. The study showed that the use of various communication channels such as the internet, WhatsApp, posters, flyers, brochures, and banners plays a significant role in facilitating effective information sharing and increasing employee satisfaction. The authors recommended that organizations clearly communicate their strategies, operations, and intentions to employees to improve gratification. In this regard, communication serves as a vital tool for clarifying tasks, available resources, roles and responsibilities, and expected outcomes, thereby making work processes smoother and improving employee performance

Herrity (2024) defines job satisfaction as the measure of an employee's contentment with their job, the feeling of enjoyment or fulfillment that a person derives from their job. This is measured in behavioral, cognitive and affective components. Job satisfaction can be divided into two categories: intrinsic and extrinsic. Intrinsic job satisfaction focuses on what kind of work is being done, the tasks and duties component of the job. While the extrinsic job satisfaction focuses on working conditions, such as the environment, supervisor, pay and coworkers.

(Baxi & Atre, 2024) refer to job satisfaction as the level of contentment and positive emotions an employee experiences in their job role. When employees are satisfied with their work, they tend to be more engaged, motivated, and committed, ultimately leading to improved performance and reduced turnover for organizations. Job satisfaction is a critical aspect of organizational psychology, serving as a cornerstone for understanding employee motivation, employee engagement, and overall well-being in the workplace.

Essentially, job satisfaction refers to an individual's subjective evaluation of their work experience, encompassing feelings of contentment, fulfillment, and happiness derived from their job roles and work environment. Understanding the nuances of job satisfaction is paramount, as it not only influences individual attitudes and behaviors; but also has profound implications for organizational success and performance outcomes. The importance of job satisfaction cannot be overstated, as it is intricately linked to several critical organizational outcomes. Research has consistently demonstrated a strong association between job satisfaction and employee retention, productivity, and job performance. Satisfied employees are seen to exhibit higher levels of commitment, engagement, and discretionary effort, which yields enhanced organizational effectiveness and competitive advantage. Job satisfaction is a statement of positive feelings expressed by workers about their work, based on evaluations of its characteristics (Diah Pudjiastuti & Sijabat, 2022). Satisfaction is subjective in nature and viewed on different levels according to the value system that applies to them; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction is a vital tool to organizational success because it can increase employee morale in their work, increase employee dedication and love for their work, and strengthen employee discipline in the workplace (Dzikriana et al., 2024).

Exploring the dimensions of job satisfaction reveals its multidimensional nature, encompassing various facets that collectively shape individuals' overall satisfaction with their work. Key components include intrinsic factors such as the nature of the work itself, autonomy, and opportunities for skill development and growth. Extrinsic factors, including compensation, job design, leadership and management, and communication, also significantly influence job satisfaction. Moreover, interpersonal relationships with supervisors, co-workers, and the perceived fairness of organizational practices play a pivotal role in shaping employees' job satisfaction levels.

- **Factors Influencing Organizational Job Satisfaction**

Job satisfaction has been widely examined in organizational research due to its strong association with employee performance, commitment, and retention. Bowling et al., (2018) classified the determinants of job satisfaction into two broad categories: employee-related characteristics and work

environment factors. This classification provides a useful framework for understanding how both individual and organizational variables influence employees' work attitudes.

Employee-related characteristics refer to relatively stable personal attributes that predispose individuals toward satisfaction or dissatisfaction at work. Personality traits such as extraversion and emotional stability have been shown to influence how employees perceive their jobs and respond to workplace experiences. These traits tend to remain consistent over time and across different job contexts. However, empirical evidence suggests that while personal characteristics play a role, their overall influence on job satisfaction is limited. This implies that organizations can exert greater control over job satisfaction by improving workplace conditions rather than relying on individual dispositions.

In contrast, work environmental factors have been found to exert a more substantial influence on job satisfaction. One key factor is job complexity, which refers to the extent to which a job requires a variety of skills, provides autonomy, and involves meaningful responsibilities. Complex and enriched jobs are consistently associated with higher levels of job satisfaction because they fulfill employees' psychological needs for competence, autonomy, and personal growth. Jobs that lack these characteristics tend to generate lower satisfaction and reduced motivation.

Another critical determinant of job satisfaction is the presence of stressful working conditions. Stressors such as role ambiguity, conflicting job demands, excessive workloads, and organizational constraints, including inadequate training, limited resources, and poor equipment—have been shown to negatively affect job satisfaction (Spector & Jex, 1998). Additionally, work–family conflict, which occurs when work responsibilities interfere with family or personal life, significantly reduces employees' satisfaction levels. Effective internal communication can help mitigate these stressors by clarifying roles, managing expectations, and providing supportive information that enables employees to balance competing demands.

Interpersonal treatment in the workplace is also a significant predictor of job satisfaction. Positive interactions, such as social support, respect, and constructive feedback from supervisors and colleagues, enhance satisfaction by fulfilling employees' need for belonging and positive social relationships. Conversely, negative behaviors such as incivility, harassment, or bullying undermine job satisfaction and contribute to poor work attitudes. In this regard, internal communication practices

that promote openness, respect, and feedback play a crucial role in shaping the quality of workplace relationships.

Pay level has also been linked to job satisfaction, although the relationship is generally modest. While compensation is an important consideration, research suggests that pay influences satisfaction partly because it signals recognition, competence, and organizational value rather than serving as a direct source of motivation (Judge et al., 2010). This further highlights the importance of non-monetary factors such as communication, recognition, and supportive management practices in enhancing employee satisfaction.

Overall, the literature indicates that organizations can significantly improve employee job satisfaction through deliberate organizational policies and practices. These include redesigning jobs to increase complexity and autonomy, fostering supportive interpersonal relationships through effective internal communication, training managers in positive leadership behaviors, and implementing family-friendly policies to reduce work–family conflict. In public institutions, where bureaucratic structures and communication gaps are common, strengthening internal communication systems is particularly important for enhancing employee satisfaction and, ultimately, improving work performance

- **Measurement of Job Satisfaction**

The commonly accepted notion that satisfied employees are more productive reflects the strong interrelationship between employee satisfaction and work performance. Recent research continues to affirm that employees who experience higher levels of job satisfaction demonstrate greater commitment, discretionary effort, and task effectiveness, particularly within structured organizational settings such as public institutions (Pasaribu et al., 2022). Effective internal communication plays a critical role in this relationship by shaping employees' understanding of organizational goals, expectations, and performance standards.

Job satisfaction may be conceptualized as either a general attitude toward one's job or as a multidimensional construct encompassing satisfaction with specific job components. As a global attitude, job satisfaction reflects employees' overall evaluation of their work experience and remains a key predictor of work performance and organizational commitment (Spector, 2022). Alternatively, the multidimensional perspective recognizes satisfaction as deriving from several factors, including supervisory communication, feedback mechanisms, coworker relationships, task clarity, and working

conditions (George & Jones, 2021; Robbins & Judge, 2022). In this context, internal communication serves as a unifying mechanism that influences how employees perceive and experience these dimensions.

Contemporary studies emphasize that internal communication practices—such as transparent information sharing, participatory dialogue, and timely feedback—significantly enhance employee satisfaction and, in turn, improve performance outcomes ((Tkalac Verčič, 2021)Men & Yue, 2023) . Herzberg’s Hygiene–Motivator Theory (1959) remains relevant in explaining how inadequate communication may lead to dissatisfaction, while meaningful communication practices—such as recognition and involvement—act as motivational drivers. However, more recent scholarship suggests that satisfaction and dissatisfaction are not rigidly separate but are jointly influenced by both intrinsic and extrinsic factors, including communication quality and job design (Al-Bawaia & Alshurideh, 2021).

Further empirical support is provided by updated applications of the Job Characteristics Model, which indicate that job attributes such as autonomy, task significance, and feedback often facilitated through effective internal communication, which promote positive psychological states that enhance employee satisfaction and work performance while reducing turnover intentions (Oldham & Hackman, 2020; (Bakker et al., 2023). These findings underscore the central role of internal communication as a strategic resource in fostering satisfied and high-performing employees within public institutions.

- **The Role of Internal Communication in Enhancing Job Satisfaction**

Addressing employee satisfaction through internal communication is essential for understanding organizational dynamics and employee well-being. Employee satisfaction reflects workers’ attitudes, needs, and desires at work, indicating overall organizational health. It includes enjoying work tasks, performing them well, and receiving appropriate rewards. Satisfaction levels—particularly regarding communication—directly impact engagement, efficiency, and retention (MarutiSriram & RemyaLathabhavan, 2020). Employees who feel heard and valued through effective communication channels demonstrate higher motivation and performance (Dziuba et al., 2020). When communication satisfaction aligns with broader job satisfaction, organizational efforts support

strategic goals and enhance success; conversely, poor communication satisfaction can erode performance standards.

Multiple determinants influence employee satisfaction, including job design, work environment, supervisor quality, and performance pay (Brenninger, 2011; 2015 cited in Dziuba et al., 2020). Participatory management—where leaders involve employees in decision-making—consistently produces high satisfaction levels. Research further shows that job satisfaction may increase with age, while personal circumstances, job position, and superior–subordinate communication also play significant roles (Clark, Oswald & Warr, 1996; Miles et al., 1996 cited in Kumari, 2011). Additional studies highlight the importance of emotional intelligence, teamwork, organizational culture, and communication in shaping satisfaction (Fida et al., 2019; Kumari, 2011).

Communication satisfaction specifically refers to the clarity, timeliness, relevance, accuracy, and feedback experienced in communication processes. It includes both top-down and bottom-up communication, transparency, and trust—all of which substantially influence job satisfaction and performance. Studies consistently establish strong links between communication satisfaction and overall employee satisfaction (Pettit et al., 1997; Pincus, 1986). Managers sustain communication satisfaction by providing timely feedback, engaging employees, and maintaining open communication channels (Gray & Laidlaw, 2004). Low communication satisfaction has serious consequences, including reduced commitment, increased absenteeism, and decreased productivity (Hargie et al., 2002; Ray, 1993). Employees may experience different levels of satisfaction depending on communication dimensions (Clampitt & Downs, 1993), indicating the need for tailored communication approaches (Ruck & Welch, 2012). Rich communication media—team meetings, video interactions, and direct management engagement—significantly enhance communication satisfaction (Verčič & Spoljaric, 2020).

In public institutions, communication plays an even more central role in shaping employee satisfaction due to bureaucratic structures, rigid procedures, and heightened accountability requirements. Satisfied public-sector employees demonstrate higher commitment, motivation, and performance, all crucial for effective public service delivery (Robbins & Judge, 2022). Clear, transparent, and timely communication helps employees navigate complex policies, reduces role ambiguity, and fosters inclusion and respect (Verčič, 2021). Given the structured nature of public institutions, effective communication is essential for managing change, implementing reforms, and

sustaining morale. Satisfaction in the public sector is also shaped by leadership style, workload, job design, and interpersonal relationships, with supportive and participatory leadership strongly enhancing satisfaction (Oldham & Hackman, 2020).

## **2.7 Definitions and Key Indicators of Employee Performance**

Public institutions often depend more on intrinsic than extrinsic motivators due to standardized pay systems and limited financial flexibility. Thus, factors such as recognition, professional development, fairness, and effective communication become critical for sustaining satisfaction (Perry & Hondeghem, 2008; Spector, 2022). A holistic approach that strengthens communication practices, supports employee needs, and fosters positive work environments is therefore essential for improving satisfaction and performance in the public sector. Employee performance has long been a central focus of organizational research because it strongly influences overall success (Zheng Yuen, 2023). Achieving organizational goals depends on employees' involvement, commitment, and motivation. Although no unified definition exists, scholars generally view performance as the measurable outcome of an individual's efforts in fulfilling assigned tasks and responsibilities (Rusmiati et al., 2021). It reflects the effectiveness, quality, and efficiency of work, shaping how employees perceive their value and contributing directly to the realization of organizational vision and goals (Bakar, 2018).

Performance is often understood as the extent to which tasks are completed in line with predetermined objectives. In this sense, employees are vital organizational assets whose level of performance influences customer loyalty and trust (Tania et al., 2021). Many organizations therefore conduct periodic assessments to monitor performance and strengthen internal communication, especially between leaders and subordinates, which plays a crucial role in sustaining organizational effectiveness (Ali et al., 2021).

According to Li Yuanyuan (2023), employee performance reflects both overall job level and long-term outcomes. Scholarly perspectives commonly categorize performance into three types: performance as an outcome, as behavior, or as a combination of both (Lei Xin, 2022; Liang Xinbi, 2020). The outcome-based view emphasizes the end results of an employee's work, independent of the processes used to achieve them (He Xinyu, 2023). Early scholars such as Bernardin and Beatty (1984) defined performance as the product generated within a specific role, while Kane (1996)

highlighted performance as an independent achievement reflecting efficiency and quality (Li Baoyuan, 2003).

The behavioral view, prominent since the 1960s, focuses on the actions employees take to meet organizational expectations (Campbell, 1990). This includes extra-role and citizenship behaviors that indirectly support organizational functioning (Van Dyne, 1995). Finally, the combined perspective argues that true performance encompasses both behavior and results. Scholars such as Borman and Motowidlo (1997) emphasize that evaluating performance requires integrating task completion with job-related behaviors to provide a comprehensive and fair assessment (Moetheriono, 2012; Linrong, 2019).

- **Relationship between Job Satisfaction and Employee Performance**

Rapid technological growth and global market expansion have made today's business environment increasingly competitive and complex. To survive this turbulence, organizations have intensified efforts to secure high-quality resources that are valuable, rare, and difficult to imitate. While these resources include physical, technological, and financial assets, human resources have emerged as the most critical source of sustainable competitive advantage. Organizational success therefore depends heavily on the satisfaction and engagement of employees (Mekonin & Teklu, 2021). Because human resources are unique, emotionally driven, and capable of activating other resources, leaders increasingly view them as the central driver of organizational performance (Muhammad & Wajidi, 2013). Intellectual capital, likewise, has become one of the most valuable assets requiring careful development (Ouedraogo & ALeclerc, 2013).

This emphasis on human resources is especially important in the context of the millennial workforce, whose expectations differ significantly from previous generations. For millennials to contribute fully, organizations must understand and meet their needs, ensuring that they feel satisfied with their roles. Job satisfaction arises when employees perceive that their work provides what they value (Ndulue & Ekechukwu, 2016). When employees feel content and supported, they tend to contribute positively and create a productive organizational climate (Khan et al., 2012; Pushpakumari, 2008).

Job satisfaction and performance share a reciprocal relationship: satisfaction motivates employees to achieve organizational goals, and strong performance further reinforces satisfaction. Positive morale, effective leadership, supportive policies, healthy coworker relationships, and favorable working

conditions all enhance satisfaction and, consequently, performance (Saranya, 2014). A highly satisfied workforce is therefore essential for achieving high levels of organizational effectiveness, as satisfied employees typically exert greater effort and perform better.

Although numerous studies have explored the job satisfaction–performance relationship, evolving technological demands and shifting expectations—especially among millennial workers—make this topic continuously relevant. Ongoing research is necessary to understand and meet the psychological needs of today’s workforce, whose priorities differ markedly from earlier generations.

## **2.8 Empirical Review**

A substantial body of empirical research has examined the interconnected relationships among internal communication, job satisfaction, and employee performance across diverse organizational contexts. Collectively, this literature affirms that effective communication strengthens employee attitudes and enhances organizational outcomes.

Kulachai et al., (2018) investigated internal communication, employee participation, job satisfaction, and performance among 489 municipal officers in Thailand using structural equation modeling. Their results indicated that internal communication positively influences employee participation and job satisfaction, consistent with earlier findings (Chen 2008; Carrière & Bourque 2009). Although participation did not directly affect job performance, both participation and job satisfaction played significant mediating roles between internal communication and performance. This demonstrates that communication improves performance largely by creating satisfied employees who are more committed to their roles. The findings suggest that organizations seeking improved performance should prioritize strengthening internal communication systems.

Similarly, Vercic and Vokic (2017) explored communication satisfaction and employee engagement, showing that satisfaction with feedback, informal communication, and communication during meetings significantly enhances engagement dimensions such as vigor, dedication, and absorption. These results support Ruck and Welch's (2012) assertion that open channels, managerial feedback, and information-sharing are central to engagement and subsequent performance outcomes.

(Amadu & Anyarayer, 2022) further concluded that effective communication fosters mutual understanding between management and employees, thereby enhancing job satisfaction and organizational productivity. Their study underscored the role of digital and traditional

communication channels such as WhatsApp, posters, and brochures in shaping satisfaction, clarity of roles, and performance motivation. They emphasized the need for transparent, participatory, and responsive communication systems to sustain employee motivation and productivity.

Research within public healthcare settings also corroborates these linkages. Belle et al. (2024), examining Italy's National Health System, found that communication training and internal meetings significantly improve perceived communication quality, which in turn enhances job satisfaction. Their findings offer actionable insights, showing that structured communication interventions such as targeted training programs and routine internal meetings strengthen employees' clarity, cohesion, and satisfaction within complex public-sector environments. The study highlights that clear communication reduces frustration stemming from bureaucratic processes and contributes to organizational stability amid frequent policy or leadership changes.

In crisis conditions, the role of communication becomes even more pronounced. A study on internal crisis communication during COVID-19 in UAE public service organizations revealed that communication practices significantly improved crisis communication satisfaction, which then enhanced job satisfaction, engagement, and affective commitment. These results emphasize the need for timely, consistent, and transparent communication, particularly during uncertainty to sustain employee performance.

Beyond communication-focused studies, job satisfaction has also been empirically linked to performance. Research in Pakistan's construction industry identified key satisfaction drivers—such as job security, rewards, promotion opportunities, and safe working conditions—and demonstrated through regression models that these factors strongly predict performance indicators such as time management, planning capability, and problem-solving skills. Rewards and job security were the most influential predictors, reinforcing the notion that satisfaction directly impacts work effort, quality, and output.

Overall, empirical evidence consistently shows that internal communication enhances job satisfaction, which subsequently strengthens employee engagement and performance. Across public and private sectors, crisis and non-crisis conditions, communication remains a central mechanism through which organizations build trust, motivate employees, and achieve sustainable performance improvements.

## **2.9 Chapter Summary**

This chapter looked at the theoretical frameworks for this research, internal communication in organizations communication, job satisfaction, employee performance, the relationship between internal communication, job satisfaction and employee performance, empirical studies relevant to this research and the chapter summary.

The next chapter will examine the research methods employed in this study and how these research methods will be useful in addressing the research questions.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the research methods used in this study. It provides information on the participants such as criteria for selection, their background, and mode of selection. The researcher describes the research design chosen and outlines the reasons for the choice. Information on the instrument for data collection and procedures followed in carrying out the research are all detailed in the section. The chapter concludes with a discussion of methods for data analysis and ethical assurances provided to respondents.

#### **3.1 Research Approach**

This study adopted a quantitative research approach to investigate the relationship between internal communication, work performance, and employee satisfaction in public institutions. The quantitative approach emphasizes systematic collection and analysis of numerical data to examine relationships among variables through statistical procedures, providing an objective basis for testing hypotheses (Creswell & Creswell, 2018; Bryman, 2016). This approach is particularly appropriate for the current study because it allows for measurable and precise evaluation of employees' perceptions and behaviors, which enhances the reliability and validity of the findings (Bougie & Sekaran, 2020).

The approach relies on standardized instruments, such as structured questionnaires, which ensure consistency across respondents and reduce the risk of researcher bias (Saunders et al., 2019). By using these instruments, the study is able to collect comparable data that can be analyzed using inferential statistics, including correlation and regression analyses, to determine the strength, direction, and significance of the relationships between internal communication, work performance, and employee satisfaction (Hair et al., 2019).

Additionally, the quantitative research approach supports generalization of findings from the sample to the larger population of employees in public institutions, which is critical for informing organizational policies and management practices (Cresswell, 2018); Bougie & Sekaran, 2020). This

method provides a rigorous framework for examining patterns in employee behavior and organizational outcomes, contributing to evidence-based improvements in internal communication systems and employee management strategies.

Overall, the quantitative research approach provides a structured, objective, and empirically robust framework for examining the relationships among organizational variables, making it well-suited for studies aimed at improving performance and satisfaction in public institutions (Bryman, 2016; (Saunders et al., 2019).

### **3.2 Research Design**

A research design according to Kirumbi (2018) is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem. It encompasses the overall approach and methodology used to address research questions or objectives, including the selection of research methods, data collection techniques, and data analysis procedures. Research design provides a systematic blueprint for organizing and implementing the research process, ensuring the validity, reliability, and generalizability of study findings. It involves making decisions regarding the research's purpose, scope, population sample, variables, measurement instruments, and data analysis techniques. This study employed a quantitative research approach to examine the relationship between internal communication, work performance, and employee satisfaction in public institutions. The study adopted a descriptive-correlational research design, which allows the researcher to describe the current state of internal communication practices and analyze the relationships among the variables without manipulating them (Cresswell, 2018; Bryman, 2016). This design is appropriate because it provides empirical evidence on how internal communication influences employees' work outcomes and satisfaction within public institutions.

### **3.3 Population and Sampling**

- **Population**

Kindy et al. (2016) define population as the total number of units (individuals, organizations, events, objects, or items) from which samples are selected for measurement. A target population is the complete group of objects or elements relevant to the research project. The population consisted of

employees working in the selected public institutions, including administrative staff, professional staff, sub-professional staff and management personnel. These categories were included because they are directly involved in organizational communication processes and are most affected by internal communication practices (Cresswell, 2018)

- **Sample Technique**

Sampling is the method of selecting units from a population of interest so that findings can be generalized equally back to the population from which they were selected by studying the sample (Creswell & Poth, 2016). Dworkin (2012) further explains that the researcher's research technique will also significantly impact sample and site selection. Mason (2010) continues by highlighting that in this type of selection, individuals deemed most representative of the population as a whole are chosen.

There are two types of sampling namely probability sampling and non-probability sampling. Probability sampling includes techniques of selecting samples that are based on the concept of random selection. The sample size was determined using an appropriate statistical formula to ensure representativeness. A stratified random sampling technique was employed, dividing employees into strata based on departments or job levels. From each stratum, respondents were selected randomly to ensure fair representation of all categories of employees (Saunders Philip Lewis Adrian Thornhill, 2019); (Bougie & Sekaran, 2020).

- **Sample Size**

(Kaur, 2017) define sample size determination as the mathematical estimation of the number of subjects /units to be included in a study. Kumar et al. (2013) also described sample size in terms of the “total number of subjects in the sample” (p. 122). The sample size for research is determined based on factors such as the research approach, analytical method, number of variables or model complexity, time and resources, completion rate, research supervisor, sample size used for similar studies, and data analysis program.

A sample size of one hundred and two (102) respondents was chosen as a fair representation of the population understudied. Although some researchers believe a large sample size is likely to adequately represent a population, Greenes (2008) is of the view that the important characteristic of a sample is the representativeness and not size. Therefore 102 respondents were representatively selected.

### 3.4 Method of Data Collection

According to Etokan and Bala (2017), data collection refers to the process of gathering, measuring, and analyzing accurate information for research using validated techniques. In this study, a survey method was adopted as the primary means of data collection. The survey method was considered appropriate because it allows for the systematic collection of data from a large number of respondents within a relatively short period of time (Alhadad & Hermina, 2025). It also enables the researcher to obtain standardized responses that can be easily quantified and analyzed statistically (Aithal & Aithal, 2020; Mellinger & Hanson, 2020). Given the quantitative nature of this study and the need to assess respondents' perceptions objectively, the survey method was most suitable.

- **Data Collection Instrument**

Kabir (2016) states that data collection instruments constitute a fundamental component of the research process, as they provide the analytical basis in the quest for answers to a given research problem. Many studies use instruments such as questionnaires, interviews, and observation to collect data. The instruments of data collection are designed to elicit specific information relevant to the research objectives, variables, or hypotheses under investigation. The selection and development of an appropriate instrument for data collection depends on the nature of the research questions, the characteristics of the study population, the level of measurement required, and the overall research design.

Data were collected using a structured close-ended questionnaire developed by the researcher. The questionnaire comprised of sections which discussed; internal communication (the mode, frequency and perception on communication practices in these institutions), perception on quality communication, job satisfaction and finally employee performance. A five-point Likert **scale** ranging from *1 = Strongly Disagree* to *5 = Strongly Agree* was used to measure respondents' perceptions. The use of standardized instruments ensures consistency and facilitates statistical analysis (Hair et al., 2019). As this was quantitative research, the researcher used the questionnaire instrument under the survey method in relation to the quantitative component of the research, to gather data for the study. The use of closed questionnaires was based on the large nature of respondents and other factors such as time constraints, financial consideration, and analysis. To attain maximum participant

turnout, questionnaires were generated and administered over the Internet to give participants the luxury to fill them at their convenience.

### **3.5 Data Analysis Techniques**

Data analysis is the systematic use of statistical and logical techniques to describe the scope of the data, modularize the data structure, condense the data representation, illustrate via images, tables, and graphs, and evaluate statistical inclinations, probability data, and derive meaningful conclusions Arora, (2021). This involves preparing data collected into some useful, clear and understandable information. Quantitative data analysis was used. The data obtained were presented in terms of measurement scales and can be further manipulated statistically. The collected data were coded and analyzed using Statistical Package for the Social Sciences (SPSS). Analysis included: descriptive statistics (frequencies, percentages, means, and standard deviations) to summarize variable distributions. Additionally, to ensure the reliability of measurement scales, Cronbach's alpha was used to assess internal consistency. Additionally, factor analysis was conducted to identify underlying dimensions within the variables and refine measurement constructs. The relationships between the study variables were tested using Multivariate Analysis of Variance (MANOVA), which allowed for the examination of multiple dependent variables simultaneously. Mediation analysis was performed using a combination of bivariate and multiple regression to assess the indirect effect of job satisfaction in the relationship between internal communication and employee performance. To determine the statistical significance of the mediation effect, the Sobel Test calculator was utilized, providing robust evidence of whether job satisfaction significantly transmits the impact of internal communication on employee performance (Hair et al., 2019; Saunders et al., 2019).

### **3.6 Ethical Consideration**

Mazumdar (2022) defines ethical guidelines as the principles that protect morality and guide researchers when they conduct research; they keep researchers accountable, thus ensuring proper use of funds and avoidance of research misconduct. The stipulated guidelines such as integrity, objectivity, openness, avoid plagiarism, privacy, confidentiality, responsible publication, animal studies as considerations that must guide the researcher in their pursuit to conduct research.

Furthermore, Bulmer (2009) states that ethics mandates researchers to remain truthful to their subject and avoid any act of deception and dishonesty. As such, participants were fully aware of the objective and purpose of the research conducted.

Ethical principles were strictly observed throughout the study. Participation was voluntary, and informed consent was obtained from all respondents. Confidentiality and anonymity were assured, and all information collected was used solely for academic purposes (Creswell & Creswell, 2018; Bryman, 2016).

### **3.7 Chapter Summary**

This chapter included methodologies, techniques, and procedures utilized in collecting and analyzing the study's data. The research design, population, sample techniques, data collection tools, and data sources were all duly discussed. The next chapter describes the research findings, and respondents and outlines the results of the data collection analysis.

## CHAPTER FOUR

### ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.0 Introduction

This chapter presents the analysis and interpretation of data collected for the study. It focuses on the empirical findings relating to internal communication practices within Ghanaian public institutions and how these practices are perceived by employees. The chapter examines the effectiveness of internal communication channels, employees' perceptions of communication quality, and the extent to which these perceptions relate to job satisfaction and employee performance. The results are presented and discussed in line with the research questions, with emphasis placed on explaining observed patterns, relationships, and implications of the findings for public sector management. Current state of Internal Communication Practices in Ghanaian Public Institutions

Table 4.1 presents the descriptive statistics on the frequency of information updates received by employees and the internal communication channels predominantly used within the organization.

Regarding the frequency of updates, the majority of respondents (36.3%) indicated that they receive updates "as and when necessary," followed by 29.4% who receive information "daily." A smaller proportion of employees receive updates on a "weekly" (8.8%) or "monthly" (12.7%) basis, while 9.8% reported receiving updates "rarely," and 2.9% stated they "never" receive updates. The mean response for this variable is 3.57 with a standard deviation of 2.113, suggesting variability in how often employees receive organizational updates.

For the preferred internal communication channels, "emails" emerged as the most commonly used channel, with 51.0% of respondents identifying it as their primary source of information. "Notice boards" (14.7%), "staff/departmental meetings" (12.7%), and "memos" (9.8%) were also reported as significant communication channels. Less frequently used methods included "newsletters" (5.9%), "intranet" (4.9%), and the "organization's website" (1.0%). The mean response for this variable is 2.75 with a standard deviation of 2.095, indicating diverse preferences in communication methods.

Overall, the findings suggest that while most employees receive organizational updates as needed or daily, there are notable differences in the frequency of information dissemination. Additionally, email remains the dominant internal communication channel, whereas traditional methods like notice boards and memos continue to play a role in information sharing.

**Table 4. 1: Descriptive Statistics**

<b>Valid</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>How often do you receive updates and information about changes in your organization</b>				
Daily	30	29.4	3.57	2.113
Weekly	9	8.8		
Monthly	13	12.7		
Rarely	10	9.8		
Never	3	2.9		
as and when necessary	37	36.3		
<b>Internal communication channels you mostly receive information from</b>				
Emails	52	51.0	2.75	2.095
Newsletters	6	5.9		
Intranet	5	4.9		
notice board	15	14.7		
staff/department al meetings	13	12.7		
organization's website	1	1.0		
Memos	10	9.8		
<b>Total</b>	<b>102</b>	<b>100</b>		

Source: Field Survey data (2025)

#### 4.1 Perception of the Quality of Communication received and its Impact on Job Satisfaction

The reliability statistics for the Perception of Quality Communication scale indicate a Cronbach's alpha value of 0.945 based on 7 items. This result reflects a very high level of internal consistency, suggesting that the items used to measure employees' perception of communication quality are reliable and consistently represent the construct. Given that Cronbach's alpha value exceeds the recommended threshold of 0.70, the scale is considered suitable for subsequent statistical analysis.

**Table 4. 2: Reliability Statistics on Perception of Quality Communication**

Reliability Statistics on Perception of Quality Communication	
Cronbach's Value = .945	N of Items = 7

Source: Field Survey data (2025)

The analysis presented in Table 4.3 shows how different dimensions of perceived quality of communication (POQC1–POQC7) influence various aspects of job satisfaction. For 'Happiness at work', the usefulness of information (POQC6) significantly predicts higher employee happiness ( $B = 0.327, p = 0.032$ ), suggesting that communication perceived as practical and relevant contributes positively to workplace happiness. Although communication through appropriate channels (POQC7) has a positive association with happiness ( $B = 0.250, p = 0.066$ ), it does not reach statistical significance. Other variables such as timeliness, accuracy, credibility, adequacy, and completeness (POQC1–POQC5) do not show significant effects, implying they are less influential in predicting workplace happiness.

When examining 'Feeling valued in the organization, timeliness of communication (POQC1) positively influences employees' sense of being valued ( $B = 0.311, p = 0.018$ ). Similarly, information delivered through the right channels (POQC7) also has a significant effect ( $B = 0.305, p = 0.019$ ), indicating that timely and properly delivered communication enhances feelings of appreciation. Other variables, including accuracy, credibility, adequacy, and completeness, and usefulness (POQC2–POQC6), do not significantly affect this variable.

For employees' perception of 'Fulfilling an essential role in the organization', accuracy of information (POQC2) emerges as a strong predictor ( $B = 0.354, p = 0.001$ ), showing that clear and

correct information enhances employees' sense of their role's importance. Communication through appropriate channels (POQC7) also significantly contributes to this perception ( $B = 0.289, p = 0.022$ ). Other communication dimensions, including timeliness, credibility, adequacy, completeness, and usefulness (POQC1, POQC3–POQC6), do not have a statistically significant effect.

Regarding 'Satisfaction with supervision', none of the POQC variables (POQC1–POQC7) show a significant influence, suggesting that factors other than communication quality, such as managerial skills or interpersonal dynamics, may be more critical in shaping how employees assess their supervisors.

When considering employees' 'Sense of purpose derived from work', the adequacy of information (POQC4) has a strong and significant effect ( $B = 0.545, p = 0.000$ ), indicating that when employees receive sufficient information, they are more likely to find meaning in their work. The usefulness of information (POQC6) also plays a significant role ( $B = 0.308, p = 0.021$ ). Other variables—timeliness, accuracy, credibility, completeness, and delivery channels (POQC1–POQC3, POQC5, POQC7)—do not significantly influence this outcome.

In terms of 'Satisfaction with overall communication in the organization', both adequacy (POQC4) and proper delivery channels (POQC7) show significant positive effects ( $B = 0.290, p = 0.019$  and  $B = 0.273, p = 0.034$ , respectively), indicating that employees are more satisfied when communication is both sufficient and delivered through the right mediums. Other dimensions such as timeliness, accuracy, credibility, completeness, and usefulness (POQC1–POQC3, POQC5, and POQC6) do not show a significant impact.

For the variable 'Clear and open communication impacts my job satisfaction', only POQC7 (Information Delivered through the Right Channels) is significant ( $B = 0.341, p = 0.004$ ), highlighting the importance of how information is transmitted in shaping perceptions of communication-related job satisfaction. Other variables, including timeliness, accuracy, credibility, adequacy, and completeness, and usefulness (POQC1–POQC6), do not significantly predict this outcome.

Finally, for 'The current internal communication in my organization positively impacts my job satisfaction', adequacy of communication (POQC4) is the only variable with a significant effect ( $B = 0.291, p = 0.022$ ), indicating that employees who perceive internal communication as sufficient are more likely to report higher job satisfaction. The remaining variables (POQC1–POQC3,

POQC5–POQC7) are not statistically significant, suggesting their limited influence on this particular measure of job satisfaction.

**Table 4. 3: Parameter Estimates on Quality of Communication Received and Job Satisfaction**

Dependent Variable	Parameter	B	Sig.
<b>I am happy to work at this organization</b>	POQC6	.327	.032
	POQC7	.250	.066
	POQC1 – 5		> 0.05
<b>I feel valued in the organization</b>	POQC1	.311	.018
	POQC7	.305	.019
	POQC2 – 6		> 0.05
<b>I feel that i am fulfilling an essential role in the organization</b>	POQC2	.354	.001
	POQC7	.289	.022
	POQC1 – 6		> 0.05
<b>I am satisfied with the supervision level of this organization</b>	POQC1 – 7		> 0.05
<b>My work gives me a sense of purpose</b>	POQC4	.545	.000
	POQC6	.308	.021
	POQC1 – 7		> 0.05
<b>I am satisfied with the overall communication in my organization</b>	POQC4	.290	.019
	POQC7	.273	.034
	POQC1 – 6		> 0.05
<b>Clear and open communication impacts my job satisfaction</b>	POQC7	.341	.004
	POQC1 – 6		> 0.05
<b>current internal communication positively impacts my job satisfaction</b>	POQC4	.291	.022
	POQC1 – 7		> 0.05

Source: Field Survey data (2025)

## 4.2 Relationship between Internal Communication Effectiveness and Job Satisfaction in Public Institutions

Table 4.4 presents the reliability statistics for the Internal Communication Effectiveness scale used in the study. The Cronbach's alpha value of 0.968, obtained from 15 items, indicates an exceptionally high level of internal consistency. This suggests that the items measuring internal communication effectiveness are highly reliable and consistently capture the construct.

**Table 4. 4: Reliability Statistics on Internal Communication Effectiveness**

<b>Reliability Statistics on Internal Communication Effectiveness</b>	
Cronbach's Value = .968	N of Items = 15

Source: Field Survey data (2025)

The results in Table 4.5 show that employees' feeling of being valued within the organization is significantly influenced by internal communication practices. Specifically, employees who feel less informed about organizational activities are less likely to feel valued ( $B = -0.211, p = .014$ ), while those who receive relevant information that helps them perform their tasks (IC34) are more likely to feel valued ( $B = .265, p = .000$ ). Supervisor attentiveness (IC311) is the strongest predictor of this variable ( $B = .379, p = .000$ ), suggesting that direct leadership engagement greatly enhances employees' sense of value. Additionally, the ability to access necessary information (IC314) also positively impacts this feeling ( $B = .192, p = .009$ ).

With respect to employees' perception of fulfilling an essential role in the organization, the findings highlight a strong connection with communication. A lack of information about organizational activities negatively influences this perception ( $B = -0.308, p = .000$ ), while feeling valued through communication (IC33) contributes positively ( $B = .175, p = .035$ ). Job-enabling information (IC34) also enhances the sense of role importance ( $B = .258, p = .000$ ), and once again, supervisor attentiveness (IC311) plays a critical role ( $B = .329, p = .000$ ). The accessibility of relevant information (IC314) further strengthens this perception ( $B = .257, p = .000$ ).

In terms of overall happiness at work, employees who perceive organizational communication as affirming and inclusive report higher levels of happiness (IC33;  $B = .323, p = .001$ ). Encouragement of diverse opinions (IC38) is also a significant factor ( $B = .224, p = .007$ ), as is the attentiveness of

supervisors (IC311;  $B = .245$ ,  $p = .002$ ). These results suggest that inclusive communication practices and leadership engagement foster a more positive work environment.

Satisfaction with supervision is positively associated with several communication practices. Employees who receive job-related information (IC34) express greater satisfaction with their supervisors ( $B = .160$ ,  $p = .011$ ). Organizations that actively seek feedback on communication (IC310) also influence this variable positively ( $B = .191$ ,  $p = .005$ ). Supervisor attentiveness (IC311;  $B = .218$ ,  $p = .002$ ) and easy access to information (IC314;  $B = .176$ ,  $p = .009$ ) are both significant contributors, emphasizing the value of clear, responsive communication in supervisory relationships.

Regarding employees' sense of purpose in their work, inadequate communication, particularly being uninformed about organizational matters, has a negative impact (IC32;  $B = -0.219$ ,  $p = .007$ ). Receiving clear job-related information (IC34;  $B = .158$ ,  $p = .015$ ) and supervisor attentiveness (IC311;  $B = .538$ ,  $p = .000$ ) strongly enhance employees' sense of meaningful contribution. The ease of accessing relevant information (IC314;  $B = .243$ ,  $p = .001$ ) also positively contributes to this outcome.

For overall satisfaction with internal communication, the data reveal that employees who feel uninformed (IC32) are less satisfied ( $B = -0.200$ ,  $p = .003$ ), while those who receive job-enabling communication (IC34;  $B = .121$ ,  $p = .027$ ) are more satisfied. Supervisor engagement (IC311;  $B = .178$ ,  $p = .003$ ) plays an important role, and the strongest predictor of communication satisfaction is ease of access to information (IC314;  $B = .622$ ,  $p = .000$ ), highlighting the value of transparency and accessibility.

When it comes to job security, employees feel more secure when organizations seek their feedback about communication (IC310;  $B = .193$ ,  $p = .002$ ) and when relevant information is easily accessible (IC314;  $B = .220$ ,  $p = .000$ ). The most influential factor is whether employees believe their opinions are considered before decisions are made (IC315;  $B = .703$ ,  $p = .000$ ), underscoring the significance of participatory communication in fostering workplace stability.

Finally, employees' sense of being recognized and appreciated is affected by several communication elements. Those who are simply informed about organizational events (IC32) actually feel less appreciated ( $B = -0.295$ ,  $p = .000$ ), suggesting that being informed is not equivalent to feeling recognized. Conversely, allowing for diverse opinions (IC33;  $B = .456$ ,  $p = .000$ ), seeking feedback (IC310;  $B = .172$ ,  $p = .020$ ), ease of access to information (IC314;  $B = .469$ ,  $p = .000$ ), and

participatory decision-making (IC315; B = .181, p = .016) all contribute positively to employees' perceptions of recognition and appreciation.

**Table 4. 5: Parameter Estimates on Internal Communication Effectiveness and Job Satisfaction.**

<b>Dependent Variable</b>	<b>Parameter</b>	<b>B</b>	<b>Sig.</b>	<b>Dependent Variable</b>	<b>Parameter</b>	<b>B</b>	<b>Sig.</b>
I am happy to work at this organization	IC33	.323	.001	I am satisfied with the supervision level of this organization	IC34	.160	.011
	IC38	.224	.007		IC310	.191	.005
	IC311	.245	.002		IC311	.218	.002
I feel valued in the organization	IC32	-.211	.014	My work gives me a sense of purpose	IC314	.176	.009
	IC34	.265	.000		IC32	-	.007
	IC311	.379	.000		IC34	.158	.015
	IC314	.192	.009		IC311	.538	.000
I feel that I am fulfilling an essential role in the organization	IC32	-.308	.000	I am satisfied with the overall communication in my organization	IC314	.243	.001
	IC33	.175	.035		IC32	-	.003
	IC34	.258	.000		IC34	.121	.027
	IC311	.329	.000		IC311	.178	.003
	IC314	.257	.000		IC314	.622	.000
I feel secure in my current job position	IC310	.193	.002				
	IC314	.220	.000				
	IC315	.703	.000				
	IC32	-.295	.000				

My contributions at work are recognized and appreciated	IC33	.456	.000
	IC38	-.256	.001
	IC310	.172	.020
	IC314	.469	.000
	IC315	.181	.016

Source: Field Survey data (2025)

### 4.3 Relationship between Job Satisfaction and Employee Performance in Public Institutions

Table 4.6 presents the reliability statistics for the Job Satisfaction scale used in the study. The Cronbach’s alpha value of 0.933, based on 8 items, indicates a very high level of internal consistency. This result suggests that the items employed to measure job satisfaction are reliable and consistently reflect the construction. Given that the reliability coefficient exceeds the recommended threshold of 0.70, the scale is considered suitable for further statistical analysis.

**Table 4. 6: Reliability Statistics on Job Satisfaction**

Reliability Statistics on Job Satisfaction	
Cronbach’s Value = .933	N of Items = 8

Source: Field Survey data (2025)

The parameter estimates in Table 4.7 offer a detailed understanding of how various facets of job satisfaction influence employee performance outcomes. In terms of motivation to exceed job expectations, the perception of being valued in the organization (JOBSAT2) significantly enhances employee motivation ( $B = .323, p = .001$ ), suggesting that recognition and a sense of belonging are key drivers of discretionary effort. Overall satisfaction with communication (JOBSAT6) also plays a vital role ( $B = .245, p = .002$ ), indicating that clear, effective communication boosts engagement and willingness to go beyond standard duties. Additionally, satisfaction with supervision (JOBSAT4) positively influences motivation ( $B = .224, p = .007$ ), reinforcing the importance of supportive leadership. However, other elements like general happiness at work (JOBSAT1), sense of role fulfilment (JOBSAT3), and the impact of clear communication (JOBSAT7) do not show significant

effects, highlighting that motivation is more closely tied to recognition and support than to overall contentment or broad communication practices.

When analyzing the ability to meet performance targets consistently, the sense of fulfilling an essential role (JOBSAT3) is a significant predictor ( $B = .265$ ,  $p = .000$ ), suggesting that employees who find their work meaningful are more effective in achieving goals. Overall communication satisfaction (JOBSAT6) emerges again as a major contributor ( $B = .379$ ,  $p = .000$ ), emphasizing the role of information clarity in performance reliability. Transparent communication (JOBSAT7) also supports this outcome ( $B = .192$ ,  $p = .009$ ), showing that being informed enhances performance consistency. Interestingly, happiness at work (JOBSAT1) demonstrates a significant negative impact ( $B = -.211$ ,  $p = .014$ ), implying that while content employees may enjoy their roles, they are not necessarily the highest performers. Other factors such as feeling valued (JOBSAT2), satisfaction with supervision (JOBSAT4), and communication channels (JOBSAT5 and JOBSAT8) do not significantly affect this aspect of performance.

In terms of work quality, a strong sense of role importance (JOBSAT3) positively influences output ( $B = .258$ ,  $p = .000$ ), indicating that employees who perceive their tasks as valuable are more likely to maintain high standards. Satisfaction with internal communication (JOBSAT6) is also a powerful driver ( $B = .329$ ,  $p = .000$ ), as effective communication likely clarifies expectations and reduces errors. Transparency in communication (JOBSAT7) further enhances work quality ( $B = .257$ ,  $p = .000$ ), supporting the idea that access to clear and honest information leads to better results. However, general happiness at work (JOBSAT1) shows a significant negative relationship with work quality ( $B = -.308$ ,  $p = .000$ ), suggesting that excessive comfort might reduce drive or attention to detail. Other factors such as feeling valued, supervisory support, and communication structures (JOBSAT2, JOBSAT4, JOBSAT5, and JOBSAT8) do not significantly influence work quality in this model.

The ability to manage time effectively is positively affected by perceiving one's work as essential (JOBSAT3) ( $B = .160$ ,  $p = .011$ ), suggesting that a strong sense of purpose enhances task prioritization and time management. Purpose-driven satisfaction (JOBSAT5) also supports this ability ( $B = .191$ ,  $p = .005$ ), as meaningful work motivates efficient task execution. Furthermore, communication satisfaction (JOBSAT6) significantly improves time management ( $B = .218$ ,  $p = .002$ ), indicating that structured communication helps employees better allocate their time. Transparent communication (JOBSAT7) similarly contributes ( $B = .176$ ,  $p = .009$ ), reinforcing the link between information clarity and productivity. On the other hand, general job happiness

(JOBSAT1), feeling valued (JOBSAT2), and satisfaction with supervision (JOBSAT4) do not significantly impact time management, implying that practical job aspects outweigh emotional factors in influencing efficiency.

When considering collaboration among colleagues, feeling essential in the workplace (JOBSAT3) positively affects teamwork ( $B = .158, p = .015$ ), suggesting that a strong sense of contribution promotes cooperative behavior. Overall satisfaction with communication (JOBSAT6) is the strongest predictor of effective collaboration ( $B = .538, p = .000$ ), highlighting the critical role of communication in fostering team synergy. Transparent communication (JOBSAT7) also significantly enhances collaboration ( $B = .243, p = .001$ ), indicating that access to open information helps build mutual understanding and coordination. Surprisingly, happiness at work (JOBSAT1) negatively impacts collaboration ( $B = -.219, p = .007$ ), implying that overly comfortable environments might diminish the urgency or initiative needed for productive teamwork. Other variables, including feeling valued (JOBSAT2), sense of purpose (JOBSAT5), and internal communication structure (JOBSAT8), do not significantly affect collaboration, suggesting that communication dynamics play a more central role.

The ability to resolve problems effectively is positively influenced by perceiving one's role as essential (JOBSAT3) ( $B = .121, p = .027$ ), reinforcing that employees who understand their importance are more proactive in finding solutions. Communication satisfaction (JOBSAT6) also contributes ( $B = .178, p = .003$ ), showing that clear internal messaging equips employees to address challenges more effectively. Transparent communication (JOBSAT7) emerges as the strongest predictor ( $B = .622, p = .000$ ), underscoring that open, honest exchanges are crucial for resolving issues. Interestingly, happiness at work (JOBSAT1) again has a significant negative effect ( $B = -.200, p = .003$ ), suggesting that emotional contentment alone does not equate to problem-solving efficiency. Other variables, such as valued, supervision, and structural communication features (JOBSAT2, JOBSAT4, JOBSAT8), do not significantly impact this performance domain.

Adaptability, or the ability to adjust to changes in work conditions, is strongly predicted by purpose-driven job satisfaction (JOBSAT5) ( $B = .193, p = .002$ ), indicating that meaningful work supports flexibility. Transparent communication (JOBSAT7) is also important ( $B = .220, p = .000$ ), suggesting that clarity prepares employees for change. The strongest predictor of adaptability is satisfaction with overall internal communication (JOBSAT8), with a high coefficient ( $B = .703, p = .000$ ), pointing to the centrality of comprehensive communication systems in managing transitions. Other aspects,

including happiness at work (JOBSAT1), feeling valued (JOBSAT2), and supervision satisfaction (JOBSAT4), do not show significant effects, reinforcing that adaptability is more influenced by how well-informed and aligned employees are than by emotional job satisfaction.

Customer-related performance is influenced by several key variables. Notably, general job happiness (JOBSAT1) negatively affects customer feedback (B = -.295, p = .000), indicating that contentment does not necessarily drive customer service excellence. Feeling valued (JOBSAT2), however, significantly enhances customer-oriented behavior (B = .456, p = .000), showing that recognition drives stronger client engagement. Satisfaction with supervision (JOBSAT4) has a negative effect (B = -.256, p = .001), possibly implying that overly controlling management styles hinder natural customer interactions. Purpose-driven satisfaction (JOBSAT5) improves customer

outcomes (B = .172, p = .020), highlighting the motivational role of meaningful work. Transparent communication (JOBSAT7) is also strongly associated with customer satisfaction (B = .469, p = .000), as clarity enables employees to align with service standards. Finally, satisfaction with internal communication structures (JOBSAT8) supports positive customer interactions (B = .181, p = .016), affirming that well-organized communication frameworks contribute to effective service delivery.

**Table 4. 7: Parameter Estimates on Job Satisfaction and Employee Performance**

Dependent Variable	Parameter	B	Sig.	Dependent Variable	Parameter	B	Sig.
Feel motivated to go above and beyond my job	JOBSAT2	.323	.001	I manage my time effectively at work	JOBSAT3	.160	.011
	JOBSAT4	.224	.007		JOBSAT5	.191	.005
	JOBSAT6	.245	.002		JOBSAT6	.218	.002

I consistently meet my job performance targets	JOB SAT1	-.211	.014		JOB SAT 7	.176	.009
	JOB SAT3	.265	.000	I collaborate effectively with my colleagues	JOB SAT 1	-.219	.007
	JOB SAT6	.379	.000		JOB SAT 3	.158	.015
	JOB SAT7	.192	.009		JOB SAT 6	.538	.000
Quality of my work is consistently high	JOB SAT1	-.308	.000		JOB SAT 7	.243	.001
	JOB SAT2	.175	.035	I am able to resolve problems effectively in my job	JOB SAT 1	-.200	.003
	JOB SAT3	.258	.000		JOB SAT 3	.121	.027
	JOB SAT6	.329	.000		JOB SAT 6	.178	.003
	JOB SAT7	.257	.000		JOB SAT 7	.622	.000
I adjust to new work conditions, processes, or responsibilities with ease.	JOB SAT5	.193	.002				
	JOB SAT7	.220	.000				
	JOB SAT8	.703	.000				

My work contributes to positive feedback from customers or clients.	JOB SAT1	-.295	.000
	JOB SAT2	.456	.000
	JOB SAT4	-.256	.001
	JOB SAT5	.172	.020
	JOB SAT7	.469	.000
	JOB SAT8	.181	.016

Source: Field Survey data (2025)

#### 4.4 Mediating Role of Job Satisfaction in the Relationship between Internal Communication and Employee Performance

Table 4.8 presents the reliability statistics for the Employee Performance scale used in the study. The Cronbach’s alpha value of 0.925, obtained from 8 items, indicates a high level of internal consistency. This suggests that the items used to measure employee performance are reliable and consistently capture the construct. Since the reliability coefficient exceeds the recommended minimum threshold of 0.70, the scale is considered dependable and suitable for further statistical analysis.

**Table 4. 8: Reliability Statistics on Employee Performance**

Reliability Statistics on Employee Performance	
Cronbach’s Value = .925	N of Items = 8

Source: Field Survey data (2025)

Before conducting the mediation analysis presented in Table 4.9, preliminary tests were performed to establish the relationships between internal communication (independent variable), job satisfaction (mediator), and employee performance (dependent variable). Initially, a bivariate regression analysis was conducted to examine the direct impact of internal communication on job satisfaction (see Appendix I), followed by a multiple regression analysis to explore the combined effect of internal communication and job satisfaction on employee performance (see Appendix II). These preliminary analyses confirmed that internal communication significantly influences job satisfaction, and both

internal communication and job satisfaction play a critical role in shaping employee performance. With these established relationships, a mediation analysis was conducted to assess whether job satisfaction serves as a significant mediator in the relationship between internal communication and employee performance.

Table 4.9 presents the results of the mediation analysis, highlighting the extent to which job satisfaction mediates the effect of internal communication on employee performance. The results indicate that different aspects of internal communication significantly predict job satisfaction, which in turn influences various dimensions of employee performance.

For instance, employees who reported being well-informed about organizational activities (IC32) were more likely to express happiness at work (JOBSAT1;  $B = .474$ ,  $p = .000$ ), which subsequently enhanced their motivation to exceed job expectations (EMPERF1). Similarly, feeling valued through organizational communication (IC33) significantly contributed to employees' sense of being appreciated within the organization (JOBSAT2;  $B = .568$ ,  $p = .000$ ), which in turn positively influenced their ability to meet job performance targets (EMPERF2). This suggests that when employees perceive internal communication as inclusive and engaging, they are more satisfied, which translates into improved motivation and work performance.

Furthermore, the ability to perform job responsibilities effectively (IC34) significantly predicted employees' perception of fulfilling an essential role in the organization (JOBSAT3;  $B = .436$ ,  $p = .000$ ), leading to consistently high-quality work output (EMPERF3). Additionally, an organizational culture that encourages diverse opinions (IC38) significantly influenced employees' satisfaction with supervision (JOBSAT4;  $B = .430$ ,  $p = .000$ ), which ultimately improved their ability to manage time effectively (EMPERF4). These findings emphasize that open communication, where employees' perspectives are valued, fosters a sense of satisfaction that enhances their overall efficiency and productivity.

The results also reveal that organizations that seek employee feedback on the quality of internal communication (IC310) positively influence employees' sense of purpose at work (JOBSAT5;  $B = .445$ ,  $p = .000$ ), which in turn enhances collaboration among colleagues (EMPERF5). Likewise, when supervisors take time to understand employees' needs (IC311), it positively affects their satisfaction

with overall workplace communication (JOBSAT6; B = .429, p = .000), leading to better problem-solving capabilities in the workplace (EMPERF6).

Moreover, internal communication practices that facilitate easy access to information (IC314) were found to significantly predict employees' sense of job security (JOBSAT7; B = .378, p = .003), which contributed to their adaptability to new work conditions and responsibilities (EMPERF7). Lastly, organizations that actively seek employees' opinions before making decisions (IC315) significantly influenced employees' perception of being recognized and appreciated (JOBSAT8; B = .337, p = .005), resulting in improved customer interactions and positive client feedback (EMPERF8).

Overall, the mediation analysis confirms that job satisfaction plays a crucial role in explaining the relationship between internal communication and employee performance. Effective internal communication practices not only enhance job satisfaction but also indirectly improve employee performance across various dimensions, including motivation, collaboration, adaptability, and problem-solving.

**Table 4. 9: Coefficients table on the mediating role of job satisfaction in the relationship between internal communication and employee performance**

Mediation Analysis						
Model	Unstandardized Coefficients		Model	Unstandardized Coefficients		
<b>Well informed about what happens in organization IC32</b>	B	Std. Error	I am happy to work at this organization JOBSAT1	B	Std. Error	Sobel Test
	.648	.052		.474	.066	.000
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1						
<b>Communication at my organization makes me feel valued IC33</b>	.618	.055	I feel valued in the organization JOBSAT2	.568	.058	.000
	Dependent Variable: I consistently meet my job performance targets EMPERF2					

<b>Information I receive from organization enables me to do my job IC34</b>	.744	.058	I feel that I am fulfilling an essential role in the organization JOBSAT3	.436	.068	.000
Dependent Variable: Quality of my work is consistently high EMPERF3						
<b>Organization encourages differences in opinions IC38</b>	.652	.047	I am satisfied with the supervision level of this organization JOBSAT4	.430	.059	.000
Dependent Variable: I manage my time effectively at work EMPERF4						
<b>Organization asks for feedback about quality of its information IC310</b>	.640	.053	My work gives me a sense of purpose JOBSAT5	.445	.061	.000
Dependent Variable: I collaborate effectively with my colleagues EMPERF5						
<b>My supervisor takes the time to understand what I need IC311</b>	.708	.053	I am satisfied with the overall communication in my organization JOBSAT6	.429	.061	.000
Dependent Variable: I am able to resolve problems effectively in my job EMPERF6						
<b>Organization makes it easy to find information I need IC314</b>	.672	.047	I feel secure in my current job position JOBSAT7	.378	.063	.003
Dependent Variable: I adjust to new work conditions, processes, or responsibilities with ease EMPERF7						
<b>Organization asks for employees' opinions before making decisions IC315</b>	.608	.047	My contributions at work are recognized and appreciated JOBSAT8	.337	.056	.005
Dependent Variable: My work contributes to positive feedback from customers or clients EMPERF8						

Source: Field Survey data (2025)

## 4.5 DISCUSSION OF FINDINGS

- **The Current State of Internal Communication Practices in Ghanaian Public Institutions**

The study found that internal communication in Ghanaian public institutions is generally irregular and lacks consistency, particularly in how often employees receive organizational updates. While a few employees reported receiving information on a daily basis, most indicated that communication occurs only when management deems it necessary. Others received updates weekly or monthly, and some rarely or never received any information. This uneven flow of communication points to weak or poorly defined internal communication structures, which may increase uncertainty and limit employee engagement. Email emerged as the most commonly used communication channel, reflecting the growing dependence on digital tools in the public sector. This finding is consistent with empirical studies by Shockley-Zalabak (2015) and Suthers (2017), who observed that digital communication tools have become central to internal information dissemination due to their speed and accessibility.

- **The Perception of the Quality of Communication Received and its Impact on Job Satisfaction**

The findings indicate that not all dimensions of communication quality were equally important. In particular, the usefulness and adequacy of information emerged as more influential in shaping employees' workplace satisfaction than timeliness, accuracy, credibility, or completeness. Employees appeared to value communication that directly supported their job roles and responsibilities rather than communication that was merely frequent or detailed. This aligns with empirical evidence from Byrne and LeMay (2006), who reported that adequate and relevant communication is a stronger predictor of employee satisfaction than communication frequency.

Furthermore, communication delivered through appropriate channels positively influenced employees' perception of communication openness and their sense of being valued within the organization. Employees who received timely information through suitable channels were more likely to feel recognized and appreciated. This result supports empirical studies by Karanges et al. (2015) and Men (2012), which demonstrate that structured and well-delivered internal communication enhances employees' sense of inclusion and organizational belonging. However, other dimensions such as credibility, completeness, and accuracy did not significantly influence

employees' feeling of being valued, suggesting that emotional responses to communication may depend more on delivery and responsiveness than on technical precision.

- **The Relationship between Internal Communication Effectiveness and Job Satisfaction in Public Institutions**

The findings of the study demonstrate a strong relationship between internal communication effectiveness and job satisfaction in Ghanaian public institutions. This highlights the central role of transparency and information accessibility in shaping positive employee attitudes. Communication that was relevant, job-enabling, and easily accessible emerged as a key determinant of job satisfaction, reinforcing the importance of structured internal communication systems.

From a theoretical standpoint, the findings align strongly with Excellence Theory, which emphasizes two-way symmetrical communication as a foundation for trust, engagement, and organizational effectiveness (Grunig et al., 2006). Employees who felt informed, consulted, and recognized through communication processes reported higher levels of satisfaction and a stronger sense of purpose. Supervisory attentiveness to employee needs further reinforced this relationship, suggesting that leadership engagement strengthens the positive effects of internal communication on job satisfaction.

It also support Social Exchange Theory, which posits that employees reciprocate fair treatment and organizational support with positive attitudes and commitment. This reciprocal relationship highlights how effective communication fosters trust, loyalty, and long-term engagement within public institutions.

- **The Relationship between Job Satisfaction and Employee Performance in Public Institutions**

The study revealed job satisfaction significantly influenced employee performance across several dimensions, including motivation, goal attainment, work quality, collaboration, adaptability, and customer-related performance. These findings are consistent with Ndulue and Ekechukwu (2016), who argued that job satisfaction reflects the extent to which employees' expectations are met and directly influences their motivation and performance.

The findings further indicate that employees who perceived their roles as meaningful and essential were more likely to meet performance targets, manage their time effectively, and produce high-quality work which aligns with Triwahyuni and Ekowati (2017), who found that role clarity and

supportive work environments positively influence productivity and time management. Collaboration and adaptability were also strongly influenced by job satisfaction, particularly satisfaction with internal communication. Employees who experienced transparent and structured communication were more willing to collaborate with colleagues and adapt to organizational changes. This supports empirical findings by Faradila, Heksarini, and Darma (2020), who emphasized the role of leadership transparency and internal service quality in fostering adaptability and teamwork.

- **The Mediating Role of Job Satisfaction in the Relationship between Internal Communication and Employee Performance**

The findings of this study confirm that job satisfaction plays a significant mediating role in the relationship between internal communication and employee performance in public institutions. Effective internal communication was found to enhance employees' job satisfaction, which in turn improved motivation, efficiency, adaptability, and overall work performance. Employees who felt adequately informed and recognized through organizational communication were more likely to exhibit higher commitment to their duties and achieve performance targets. This suggests that internal communication does not influence performance directly alone but operates largely through its impact on employees' job satisfaction.

The mediating effect of job satisfaction was particularly evident in how communication influenced employees' sense of purpose and work quality. Employees who received clear, job-enabling information perceived their roles as meaningful, which positively affected their performance outcomes. These findings highlight the importance of two-way and participatory communication in creating a supportive work environment that translates satisfaction into performance outcomes.

The results of this study are consistent with Tatang (2013), who found that internal communication significantly influences employee performance by shaping the communication climate and quality of workplace interactions. Tatang's findings support the present study's conclusion that well-structured and inclusive communication systems enhance job satisfaction, which subsequently drives employee productivity. Likewise, Kulachai et al. (2018) demonstrated that internal communication positively affects employee participation and satisfaction, both of which are critical determinants of job performance. Their study reinforces the mediating role of job satisfaction identified in the present research.

## **4.6 Chapter Summary**

This chapter delved into the data collection and presentation of comprehensive overview and analysis of finding in relations to the effectiveness of internal communication channels, employees' perceptions of communication quality, and the extent to which these perceptions relate to job satisfaction and employee performance in the public sector. It sets the stage for chapter five which focuses on summary, conclusion and recommendations for future studies.

## CHAPTER 5

### SUMMARY, CONCLUSION, AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents a concise summary of the study, highlighting the main findings regarding the relationship between internal communication, job satisfaction, and employee performance within Ghanaian public institutions. It integrates the key insights and examines their theoretical and practical significance. The chapter concludes by linking the study's objectives to the empirical results and provides actionable recommendations for managers, policymakers, and researchers, focusing on enhancing communication structures and strategies to promote a more engaged and productive workforce.

#### 5.1 Summary of key Findings

This section provides a summary of the study's major findings. It highlights the key insights drawn from the analysis and discussion of the results;

In relations with the first objective which analyzed the current state of internal communication in Ghanaian Public Institutions, the study revealed notable inconsistencies in how internal communication is structured and delivered across Ghanaian public institutions. Email was the most commonly used channel, but communication frequency varied considerably, reflecting the absence of standardized practices. The limited use of platforms such as intranets and newsletters highlights a disconnect between available communication tools and employee needs, while the continued reliance on traditional methods underscores the importance of accommodating diverse preferences. Overall, the findings emphasize the need for clear and structured communication policies to promote regular, inclusive, and transparent information sharing, thereby enhancing employee engagement and organizational efficiency.

The second objective which sought to assess the perception of quality of communication received and its impact on job satisfaction, showed that employees' perceptions of the usefulness and adequacy of information, as well as the effective use of communication channels, had the strongest influence

on job satisfaction. Receiving timely and relevant information made employees feel valued and aligned with their roles, while factors such as accuracy and credibility played a secondary role, mainly supporting role clarity. Communication quality had little effect on satisfaction with supervision, suggesting that leadership style and organizational culture are more influential. Overall, the findings emphasize that well-structured, relevant, and appropriately delivered communication enhances employee engagement and satisfaction.

The third objective on analyzing the relationship between internal communication effectiveness and employee performance found a strong positive link between effective internal communication and job satisfaction in public institutions. Employees who were well-informed, involved, and engaged through clear and accessible communication reported higher satisfaction levels. Practices such as relevant information sharing, employee participation, feedback, and recognition enhanced feelings of value and job security. Supervisory support and two-way communication further strengthened satisfaction, while weak communication structures were associated with lower engagement and reduced job satisfaction.

The fourth objective which analyzes the relationship between job satisfaction and employee performance showed that job satisfaction has a significant impact on employee performance, influencing motivation, work quality, time management, collaboration, adaptability, and customer service. Employees who felt recognized and received clear, meaningful communication demonstrated higher productivity, while general happiness alone had little or even negative effect on performance. Meaningful work and transparent communication enhanced effectiveness, whereas excessive comfort reduced urgency and proactive behavior. Job satisfaction also improved teamwork and adaptability, though high satisfaction with supervision was linked to lower customer-oriented performance, suggesting that excessive comfort may weaken customer focus.

The final objective which explores the mediating role of job satisfaction in the relationship between internal communication and employee performance demonstrated that job satisfaction plays a mediating role between internal communication and employee performance. Effective internal communication enhanced employees' sense of value, clarity of expectations, and engagement, which in turn improved motivation, adaptability, time management, problem-solving, work quality, and customer satisfaction. Overall, the findings confirm that job satisfaction is a key mechanism through which internal communication drives employee performance.

## **5.2 Conclusion**

Effective internal communication is a key factor influencing efficiency, employee motivation, and overall performance within Ghanaian public institutions. The study highlights that communication is not just a procedural necessity but a strategic tool that shapes job satisfaction, engagement, and institutional effectiveness. Inconsistencies or inadequacies in communication create ambiguity and hinder performance, while well-structured, relevant, and transparent communication fosters trust, commitment, and a sense of purpose among employees. Drawing on the Excellence Theory and Social Exchange Theory, the findings emphasize that communication is relational, requiring clarity, participation, and responsiveness from leadership. While job satisfaction supports engagement, meaningful challenges and recognition are essential to sustain performance. Ultimately, for Ghanaian public institutions to enhance effectiveness, they must prioritize clear, consistent, and participatory communication strategies, as miscommunication undermines potential, whereas effective communication strengthens cohesion, motivation, and organizational success.

## **5.3 Recommendations:**

Recommendations to improve internal communication effectiveness, enhance job satisfaction, and ultimately boost employee performance in public institutions, the study proposes the following recommendations:

### **Managerial Recommendations**

- Public institutions should establish clear, structured communication guidelines to ensure consistency in message dissemination, frequency, and accessibility. A standardized approach will minimize uncertainty and improve employee engagement.
- Supervisors and managers should actively engage with employees through regular briefings, open forums, and feedback sessions. Leadership attentiveness has been shown to significantly impact job satisfaction and should be a priority.
- While email remains the dominant communication tool, institutions should diversify their approach by incorporating interactive platforms such as intranet portals, newsletters, and instant messaging applications. Employees must be consulted on their preferred communication channels to enhance effectiveness.

- Organizations should foster a participatory communication environment where employees feel heard and valued. This includes actively seeking employee feedback, considering employee suggestions in decision-making, and promoting open dialogue between different hierarchical levels.
- Many communication challenges stem from poor articulation or ineffective message delivery. Training programs should be introduced to equip managers and employees with skills in clear, transparent, and effective workplace communication.

### **Policy Recommendations**

- Government agencies and public institutions should conduct periodic internal communication audits to assess the effectiveness of communication strategies, identify gaps, and refine policies accordingly.
- A framework should be developed at the national or sectoral level outlining minimum standards for internal communication, including frequency, modes of communication, and feedback mechanisms.
- Policymakers should invest in digital infrastructure to modernize internal communication systems in public institutions. An integrated government-wide intranet system could facilitate seamless information sharing across institutions.
- Policies should be introduced to institutionalize mechanisms for recognizing employee contributions and integrating employee feedback into organizational decision-making. This aligns with the Social Exchange Theory, which emphasizes reciprocity as a driver of employee engagement and satisfaction.
- Public sector training institutions should integrate communication and employee engagement modules into leadership development programs to equip managers with the skills necessary to foster effective workplace communication.

### **Scholarly Recommendations**

Future research should investigate internal communication practices across both public and private institutions to identify sector-specific differences and transferable best practices. Studies should also employ qualitative approaches, such as in-depth interviews and focus groups, to gain deeper insights into employees' experiences with internal communication. Considering the cross-sectional design of

the current study, future research could adopt a longitudinal approach to examine how communication strategies develop over time and their sustained effects on job satisfaction and performance. Additionally, future studies should explore the interaction between organizational culture and communication practices in shaping employee outcomes. Finally, research should consider individual differences, including personality traits and communication preferences, to understand how they affect the effectiveness of internal communication strategies.

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## APPENDICES

### Appendix I

Table 4.12a                      **Coefficients table on the Effect of Internal Communication on Job Satisfaction**

Direct Effect between X and M (a) (Internal Communication and Job Satisfaction)								
Model	Unstandardized Coefficients				Model	Unstandardized Coefficients		
	B	Std. Error	Sig.			B	Std. Error	Sig.
(Constant)	1.401	.203	.000		(Constant)	1.426	.223	.000
Well informed about what happens in organization IC32	.648	.052	.000		Communication at my organization makes me feel valued IC33	.618	.055	.000
Dependent Variable: I am happy to work at this organization JOBSAT1					Dependent Variable: I am happy to work at this organization JOBSAT1			
I feel valued in the organization JOBSAT2	1.312	.208	.000		I feel valued in the organization JOBSAT2	1.193	.219	.000
	.640	.053	.000			.647	.054	.000
I feel that I am fulfilling an essential role in the organization JOBSAT3	2.056	.207	.000		I feel that I am fulfilling an essential role in the organization JOBSAT3	1.859	.213	.000
	.496	.053	.000			.529	.052	.000
	1.504	.190	.000			1.672	.218	.000

I am satisfied with the supervision level of this organization JOBSAT4	.626	.048	.000	I am satisfied with the supervision level of this organization JOBSAT4	.560	.054	.000
My work gives me a sense of purpose JOBSAT5	1.587	.178	.000	My work gives me a sense of purpose JOBSAT5	2.011	.220	.000
	.632	.045	.000		.499	.054	.000
I am satisfied with the overall communication in my organization JOBSAT6	1.241	.200	.000	I am satisfied with the overall communication in my organization JOBSAT6	1.268	.221	.000
	.679	.051	.000		.647	.054	.000
I feel secure in my current job position JOBSAT7	1.919	.189	.000	I feel secure in my current job position JOBSAT7	1.882	.203	.000
	.548	.048	.000		.538	.050	.000
My contributions at work are recognized and appreciated JOBSAT8	1.574	.202	.000	My contributions at work are recognized and appreciated JOBSAT8	1.756	.230	.000
	.615	.051	.000		.546	.057	.000

Source: Field Survey data (2025)

Table 4.12b **Coefficients table on the Effect of Internal Communication on Job Satisfaction**

Direct Effect between X and M (a) (Internal Communication and Job Satisfaction)					
Model	Unstandardized Coefficients		Model	Unstandardized Coefficients	

	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	.940	.231	.000	(Constant)	1.405	.185	.000
Information I receive from organization enables me to do my job IC34	.744	.058	.000	Organization encourages differences in opinions IC38	.652	.047	.000
Dependent Variable: I am happy to work at this organization JOBSAT1				Dependent Variable: I am happy to work at this organization JOBSAT1			
I feel valued in the organization JOBSAT2	.967	.244	.000	I feel valued in the organization JOBSAT2	1.278	.188	.000
	.706	.061	.000		.654	.048	.000
I feel that I am fulfilling an essential role in the organization JOBSAT3	1.579	.231	.000	I feel that I am fulfilling an essential role in the organization JOBSAT3	2.188	.200	.000
	.602	.057	.000		.465	.051	.000
I am satisfied with the supervision level of this organization JOBSAT4	1.285	.231	.000	I am satisfied with the supervision level of this organization JOBSAT4	1.652	.184	.000
	.660	.058	.000		.591	.047	.000
My work gives me a sense of purpose JOBSAT5	1.425	.221	.000	My work gives me a sense of purpose JOBSAT5	1.938	.185	.000
	.651	.055	.000		.542	.047	.000
	1.137	.251	.000		1.281	.184	.000

I am satisfied with the overall communication in my organization JOBSAT6	.681	.063	.000	I am satisfied with the overall communication in my organization JOBSAT6	.674	.047	.000
I feel secure in my current job position JOBSAT7	1.468	.212	.000	I feel secure in my current job position JOBSAT7	2.272	.194	.000
	.645	.053	.000		.457	.050	.000
My contributions at work are recognized and appreciated JOBSAT8	1.398	.246	.000	My contributions at work are recognized and appreciated JOBSAT8	1.214	.155	.000
	.638	.061	.000		.717	.040	.000

Source: Field Survey data (2025)

Table 4.12c **Coefficients table on the Effect of Internal Communication on Job Satisfaction**

Direct Effect between X and M (a) (Internal Communication and Job Satisfaction)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	1.465	.205	.000	(Constant)	1.177	.207	.000
Organization asks for feedback about quality of its information IC310	.640	.053	.000	My supervisor takes the time to understand what I need IC311	.708	.053	.000

Dependent Variable: I am happy to work at this organization JOBSAT1				Dependent Variable: I am happy to work at this organization JOBSAT1			
I feel valued in the organization JOBSAT2	1.477	.216	.000	I feel valued in the organization JOBSAT2	1.091	.212	.000
	.604	.056	.000		.699	.054	.000
I feel that I am fulfilling an essential role in the organization JOBSAT3	1.471	.168	.000	I feel that I am fulfilling an essential role in the organization JOBSAT3	1.656	.201	.000
	.663	.043	.000		.604	.051	.000
I am satisfied with the supervision level of this organization JOBSAT4	1.940	.214	.000	I am satisfied with the supervision level of this organization JOBSAT4	1.155	.184	.000
	.516	.055	.000		.719	.047	.000
My work gives me a sense of purpose JOBSAT5	2.106	.208	.000	My work gives me a sense of purpose JOBSAT5	1.558	.194	.000
	.500	.054	.000		.639	.050	.000
I am satisfied with the overall communication in my organization JOBSAT6	1.528	.216	.000	I am satisfied with the overall communication in my organization JOBSAT6	1.017	.204	.000
	.611	.056	.000		.739	.052	.000
I feel secure in my current job position JOBSAT7	2.387	.212	.000	I feel secure in my current job position JOBSAT7	1.952	.207	.000
	.429	.055	.000		.539	.053	.000
	1.922	.220	.000		1.404	.209	.000

My contributions at work are recognized and appreciated JOBSAT8	.530	.057	.000	My contributions at work are recognized and appreciated JOBSAT8	.661	.054	.000
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Source: Field Survey data (2025)

Table 4.12d                      **Coefficients table on the Effect of Internal Communication on Job Satisfaction**

Direct Effect between X and M (a) (Internal Communication and Job Satisfaction)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	1.332	.185	.000	(Constant)	1.646	.180	.000
Organization makes it easy to find information I need IC314	.672	.047	.000	Organization asks for employees' opinion before making decisions IC315	.608	.047	.000
Dependent Variable: I am happy to work at this organization JOBSAT1				Dependent Variable: I am happy to work at this organization JOBSAT1			
I feel valued in the organization JOBSAT2	1.249	.191	.000	I feel valued in the organization JOBSAT2	1.472	.178	.000
	.662	.049	.000		.624	.047	.000
	1.990	.193	.000		2.337	.189	.000

I feel that I am fulfilling an essential role in the organization JOBSAT3	.518	.049	.000	I feel that I am fulfilling an essential role in the organization JOBSAT3	.440	.050	.000
I am satisfied with the supervision level of this organization JOBSAT4	1.642	.188	.000	I am satisfied with the supervision level of this organization JOBSAT4	1.954	.182	.000
	.594	.048	.000		.528	.048	.000
My work gives me a sense of purpose JOBSAT5	1.922	.189	.000	My work gives me a sense of purpose JOBSAT5	2.136	.178	.000
	.546	.048	.000		.506	.047	.000
I am satisfied with the overall communication in my organization JOBSAT6	.811	.146	.000	I am satisfied with the overall communication in my organization JOBSAT6	1.542	.180	.000
	.801	.037	.000		.625	.047	.000
I feel secure in my current job position JOBSAT7	2.120	.190	.000	I feel secure in my current job position JOBSAT7	2.168	.171	.000
	.498	.049	.000		.503	.045	.000
My contributions at work are recognized and appreciated JOBSAT8	1.471	.182	.000	My contributions at work are recognized and appreciated JOBSAT8	1.889	.184	.000
	.648	.047	.000		.554	.048	.000

Source: Field Survey data (2025)

## Appendix II

**Table 4.13a Coefficients table on the Effect of Internal Communication and Job Satisfaction on Employee Performance**

Direct Effect between X and M and Y (c) (b) (Internal Communication and Job Satisfaction and Employee Performance)								
Model	Unstandardized Coefficients				Model	Unstandardized Coefficients		
	B	Std. Error	Sig.			B	Std. Error	Sig.
(Constant)	1.169	.209	.000		(Constant)	1.169	.209	.000
Well informed about what happens in organization IC32	.234	.064	.000	I am happy to work at this organization JOBSAT1	.474	.066	.000	
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				
I consistently meet my job performance targets EMPERF2	1.740	.214	.000	I consistently meet my job performance targets EMPERF2	1.740	.214	.001	
	.230	.066	.000		.379	.067	.000	
Quality of my work is consistently high EMPERF3	2.003	.204	.000	Quality of my work is consistently high EMPERF3	2.003	.204	.000	
	.264	.062	.000		.278	.064	.000	
I manage my time effectively at work EMPERF4	1.843	.182	.000	I manage my time effectively at work EMPERF4	1.843	.182	.000	
	.207	.056	.000		.374	.057	.000	

I collaborate effectively with my colleagues EMPERF5	1.508	.213	.000	I collaborate effectively with my colleagues EMPERF5	1.508	.213	.000
	.289	.065	.000		.383	.067	.000
I am able to resolve problems effectively in my job EMPERF6	1.681	.206	.000	I am able to resolve problems effectively in my job EMPERF6	1.681	.206	.000
	.308	.063	.000		.313	.065	.000
I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.613	.206	.000	I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.613	.206	.000
	.320	.063	.000		.324	.065	.000
My work contributes to positive feedback from customers or clients EMPERF8	1.801	.227	.000	My work contributes to positive feedback from customers or clients EMPERF8	1.801	.227	.000
	.266	.070	.000		.313	.071	.000

Source: Field Survey data (2025)

**Table 4.13b Coefficients table on the Effect of Internal Communication and Job Satisfaction on Employee Performance**

Direct Effect between X and M and Y (c) (b) (Internal Communication and Job Satisfaction and Employee Performance)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	.965	.191	.000	(Constant)	.965	.191	.000

Communication at my organization makes me feel valued IC33	.204	.058	.001	I feel valued in the organization JOBSAT2	.568	.058	.000
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				Dependent Variable: Feel motivated to go above and beyond my job EMPERF1			
I consistently meet my job performance targets EMPERF2	1.615	.207	.000	I consistently meet my job performance targets EMPERF2	1.615	.207	.001
	.206	.063	.001		.441	.063	.000
Quality of my work is consistently high EMPERF3	1.524	.177	.000	Quality of my work is consistently high EMPERF3	1.524	.177	.000
	.362	.053	.000		.304	.053	.000
I manage my time effectively at work EMPERF4	1.822	.183	.000	I manage my time effectively at work EMPERF4	1.822	.183	.000
	.225	.055	.000		.365	.056	.000
I collaborate effectively with my colleagues EMPERF5	1.473	.208	.000	I collaborate effectively with my colleagues EMPERF5	1.473	.208	.000
	.169	.063	.008		.520	.063	.000
I am able to resolve problems effectively in my job EMPERF6	1.493	.191	.000	I am able to resolve problems effectively in my job EMPERF6	1.493	.191	.000
	.176	.058	.003		.500	.058	.000
I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.618	.206	.000	I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.618	.206	.000
	.187	.062	.003		.460	.062	.000
	1.346	.196	.000		1.346	.196	.000

My work contributes to positive feedback from customers or clients EMPERF8	.178	.059	.003	My work contributes to positive feedback from customers or clients EMPERF8	.528	.059	.000
-------------------------------------------------------------------------------	------	------	------	-------------------------------------------------------------------------------	------	------	------

Source: Field Survey data (2025)

Table 4.13c **Coefficients table on the Effect of Internal Communication and Job Satisfaction on Employee Performance**

Direct Effect between X and M and Y (c) (b) (Internal Communication and Job Satisfaction and Employee Performance)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	.764	.245	.000	(Constant)	.764	.245	.000
Information I receive from organization enables me to do my job IC34	.358	.068	.000	I feel that I am fulfilling an essential role in the organization JOBSAT3	.436	.068	.000
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				Dependent Variable: Feel motivated to go above and beyond my job EMPERF1			
I consistently meet my job performance targets EMPERF2	1.076	.227	.000	I consistently meet my job performance targets EMPERF2	1.076	.227	.001
	.294	.063	.000		.468	.063	.000

Quality of my work is consistently high EMPERF3	1.366	.216	.000	Quality of my work is consistently high EMPERF3	1.366	.216	.000
	.262	.060	.000		.427	.060	.000
I manage my time effectively at work EMPERF4	1.136	.184	.000	I manage my time effectively at work EMPERF4	1.136	.184	.000
	.439	.051	.000		.310	.051	.000
I collaborate effectively with my colleagues EMPERF5	.989	.239	.000	I collaborate effectively with my colleagues EMPERF5	.989	.239	.000
	.352	.067	.000		.434	.066	.000
I am able to resolve problems effectively in my job EMPERF6	1.194	.231	.000	I am able to resolve problems effectively in my job EMPERF6	1.194	.231	.000
	.341	.064	.000		.386	.064	.000
I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.205	.235	.000	I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.205	.235	.000
	.475	.066	.000		.256	.065	.000
My work contributes to positive feedback from customers or clients EMPERF8	1.245	.248	.000	My work contributes to positive feedback from customers or clients EMPERF8	1.245	.248	.000
	.496	.069	.000		.211	.069	.002

Source: Field Survey data (2025)

Table 4.13d Coefficients table on the Effect of Internal Communication and Job Satisfaction on Employee Performance

Direct Effect between X and M and Y (c) (b) (Internal Communication and Job Satisfaction and Employee Performance)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	.762	.180	.000	(Constant)	.762	.180	.000
Organization encourages differences in opinions IC38	.390	.052	.000	I am satisfied with the supervision level of this organization JOBSAT4	.430	.059	.000
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				Dependent Variable: Feel motivated to go above and beyond my job EMPERF1			
I consistently meet my job performance targets EMPERF2	1.489	.203	.000	I consistently meet my job performance targets EMPERF2	1.489	.203	.000
	.291	.059	.000		.384	.066	.000
Quality of my work is consistently high EMPERF3	1.683	.189	.000	Quality of my work is consistently high EMPERF3	1.683	.189	.000
	.251	.055	.000		.374	.062	.000
I manage my time effectively at work EMPERF4	1.672	.176	.000	I manage my time effectively at work EMPERF4	1.672	.176	.000
	.226	.051	.000		.399	.057	.000
	1.396	.212	.000		1.396	.212	.000

I collaborate effectively with my colleagues EMPERF5	.231	.061	.000	I collaborate effectively with my colleagues EMPERF5	.468	.069	.000
I am able to resolve problems effectively in my job EMPERF6	1.489	.200	.000	I am able to resolve problems effectively in my job EMPERF6	1.489	.200	.000
	.208	.058	.000		.460	.065	.000
I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.254	.177	.000	I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.254	.177	.000
	.440	.051	.000		.302	.058	.000
My work contributes to positive feedback from customers or clients EMPERF8	1.803	.232	.000	My work contributes to positive feedback from customers or clients EMPERF8	1.803	.232	.000
	.243	.067	.000		.335	.076	.002

Source: Field Survey data (2025)

**Table 4.13e Coefficients table on the Effect of Internal Communication and Job Satisfaction on Employee Performance**

Direct Effect between X and M and Y (c) (b) (Internal Communication and Job Satisfaction and Employee Performance)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	.739	.219	.001	(Constant)	.739	.219	.001

Organization asks for feedback about quality of its information IC310	.369	.055	.000	My work gives me a sense of purpose JOBSAT5	.445	.061	.000
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				Dependent Variable: Feel motivated to go above and beyond my job EMPERF1			
I consistently meet my job performance targets EMPERF2	1.199	.217	.000	I consistently meet my job performance targets EMPERF2	1.199	.217	.000
	.228	.055	.000		.509	.060	.000
Quality of my work is consistently high EMPERF3	1.565	.212	.000	Quality of my work is consistently high EMPERF3	1.565	.212	.000
	.229	.053	.000		.416	.059	.000
I manage my time effectively at work EMPERF4	1.399	.187	.000	I manage my time effectively at work EMPERF4	1.399	.187	.000
	.195	.047	.000		.489	.052	.000
I collaborate effectively with my colleagues EMPERF5	1.104	.226	.000	I collaborate effectively with my colleagues EMPERF5	1.104	.226	.000
	.194	.057	.000		.566	.063	.000
I am able to resolve problems effectively in my job EMPERF6	1.177	.209	.000	I am able to resolve problems effectively in my job EMPERF6	1.177	.209	.000
	.170	.053	.001		.563	.058	.000
I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.217	.217	.000	I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.217	.217	.000
	.164	.055	.003		.564	.060	.000

My work contributes to positive feedback from customers or clients EMPERF8	1.294	.231	.000	My work contributes to positive feedback from customers or clients EMPERF8	1.294	.231	.000
	.093	.058	.111		.596	.064	.000

Source: Field Survey data (2025)

**Table 4.13f Coefficients table on the Effect of Internal Communication and Job Satisfaction on Employee Performance**

Direct Effect between X and M and Y (c) (b) (Internal Communication and Job Satisfaction and Employee Performance)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	.857	.185	.000	(Constant)	.857	.185	.000
My supervisor takes the time to understand what I need IC311	.370	.063	.000	I am satisfied with the overall communication in my organization JOBSAT6	.429	.061	.000
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				Dependent Variable: Feel motivated to go above and beyond my job EMPERF1			
I consistently meet my job performance targets EMPERF2	1.368	.183	.000	I consistently meet my job performance targets EMPERF2	1.368	.183	.000
	.182	.063	.004		.529	.060	.000

Quality of my work is consistently high EMPERF3	1.693	.180	.000	Quality of my work is consistently high EMPERF3	1.693	.180	.000
	.151	.062	.015		.474	.059	.000
I manage my time effectively at work EMPERF4	1.670	.167	.000	I manage my time effectively at work EMPERF4	1.670	.167	.000
	.202	.057	.001		.429	.055	.000
I collaborate effectively with my colleagues EMPERF5	1.164	.173	.000	I collaborate effectively with my colleagues EMPERF5	1.164	.173	.000
	.100	.059	.091		.665	.057	.000
I am able to resolve problems effectively in my job EMPERF6	1.435	.187	.000	I am able to resolve problems effectively in my job EMPERF6	1.435	.187	.000
	.257	.064	.000		.432	.062	.000
I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.486	.196	.000	I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.486	.196	.000
	.241	.067	.000		.439	.064	.000
My work contributes to positive feedback from customers or clients EMPERF8	1.797	.224	.000	My work contributes to positive feedback from customers or clients EMPERF8	1.797	.224	.000
	.147	.077	.057		.435	.074	.000

Source: Field Survey data (2025)

Table 4.13g Coefficients table on the Effect of Internal Communication and Job Satisfaction on Employee Performance

Direct Effect between X and M and Y (c) (b) (Internal Communication and Job Satisfaction and Employee Performance)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	.778	.216	.000	(Constant)	.778	.216	.000
Organization makes it easy to find information I need IC314	.426	.054	.000	I feel secure in my current job position JOBSAT7	.378	.063	.000
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				Dependent Variable: Feel motivated to go above and beyond my job EMPERF1			
I consistently meet my job performance targets EMPERF2	1.070	.203	.000	I consistently meet my job performance targets EMPERF2	1.070	.203	.000
	.363	.050	.000		.412	.060	.000
Quality of my work is consistently high EMPERF3	1.271	.191	.000	Quality of my work is consistently high EMPERF3	1.271	.191	.000
	.280	.047	.000		.440	.056	.000
I manage my time effectively at work EMPERF4	1.377	.183	.000	I manage my time effectively at work EMPERF4	1.377	.183	.000
	.304	.045	.000		.389	.054	.000
	.717	.182	.000		.717	.182	.000

I collaborate effectively with my colleagues EMPERF5	.474	.045	.000	I collaborate effectively with my colleagues EMPERF5	.398	.053	.000
I am able to resolve problems effectively in my job EMPERF6	.529	.151	.001	I am able to resolve problems effectively in my job EMPERF6	.529	.151	.000
	.171	.037	.000		.722	.044	.000
I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.000	.201	.000	I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.000	.201	.000
	.312	.050	.000		.476	.059	.000
My work contributes to positive feedback from customers or clients EMPERF8	.771	.199	.000	My work contributes to positive feedback from customers or clients EMPERF8	.771	.199	.000
	.184	.049	.000		.640	.058	.000

Source: Field Survey data (2025)

**Table 4.13h Coefficients table on the Effect of Internal Communication and Job Satisfaction on Employee Performance**

Direct Effect between X and M and Y (c) (b) (Internal Communication and Job Satisfaction and Employee Performance)							
Model	Unstandardized Coefficients			Model	Unstandardized Coefficients		
	B	Std. Error	Sig.		B	Std. Error	Sig.
(Constant)	.956	.179	.000	(Constant)	.956	.179	.000

Organization asks for employees' opinions before making decisions IC315	.447	.049	.000	My contributions at work are recognized and appreciated JOBSAT8	.337	.056	.000
Dependent Variable: Feel motivated to go above and beyond my job EMPERF1				Dependent Variable: Feel motivated to go above and beyond my job EMPERF1			
I consistently meet my job performance targets EMPERF2	1.616	.205	.000	I consistently meet my job performance targets EMPERF2	1.616	.205	.000
	.108	.056	.054		.527	.064	.000
Quality of my work is consistently high EMPERF3	1.826	.191	.000	Quality of my work is consistently high EMPERF3	1.826	.191	.000
	.216	.052	.000		.375	.060	.000
I manage my time effectively at work EMPERF4	1.819	.180	.000	I manage my time effectively at work EMPERF4	1.819	.180	.000
	.168	.049	.001		.420	.056	.000
I collaborate effectively with my colleagues EMPERF5	1.426	.206	.000	I collaborate effectively with my colleagues EMPERF5	1.426	.206	.000
	.144	.056	.012		.545	.064	.000
I am able to resolve problems effectively in my job EMPERF6	1.419	.180	.000	I am able to resolve problems effectively in my job EMPERF6	1.419	.180	.000
	.345	.049	.000		.355	.056	.000
I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.040	.149	.000	I adjust to new work conditions, processes, or responsibilities with ease EMPERF7	1.040	.149	.000
	-.004	.041	.918		.780	.046	.000

My work contributes to positive feedback from customers or clients EMPERF8	1.619	.216	.000	My work contributes to positive feedback from customers or clients EMPERF8	1.619	.216	.000
	.149	.059	.012		.475	.067	.002

Source: Field Survey data (2025)

**Questionnaire: Examining the relationship between Internal Communication, Job Satisfaction and Employee Performance: A case study of Ghana's Public Sector.**

This questionnaire is part of a research examining the relationship between internal communications, job satisfaction and employee performance in Ghanaian public Institutions. This is part of a thesis towards my master's in strategic public relations management at the University of Media, Arts and Communication (Institute of Journalism). Your responses will be kept confidential and used only for research purposes. Please answer all questions honestly. You can contact my supervisor, Dr. Albert Anani-Bossman, on 0244767223 for further clarification.

*\*Indicates required question*

**1. (A) Internal Communication**

1. How often do you receive updates and information about changes or decisions in your organization?

Mark only one oval.

- a. Daily
- b. Weekly
- c. Monthly
- d. Rarely
- e. Never
- f. As and when necessary

2. 2. Which internal communication channels do you mostly receive information from? (select all that apply)\*

Check all that apply

- a. Emails
- b. Newsletters
- c. Intranet
- d. Notice board

- e. Staff/departmental meeting
- f. Organization's website
- g. Memos
- h. Others (please specify) .....

3 3. Please indicate your agreement with the following statement on the scale of 1-5, where 1=strongly disagree and 5=strongly agree

*Check all that apply*

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
.....					
Employees are usually informed about major policy changes that affects job before they take place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....					
I am well-informed about what is happening in my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....					
Communication at my organization makes me feel valued.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....					
The information I receive from my organization enables me to do my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....					

Information I receive from my organization enables me to understand my role and responsibility

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

My supervisor communicates clearly with me.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Most communication between managers and other employees in my organization can be said to be two-way communication/interactive

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

My organization encourages differences in opinions.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

The purpose of communication in my organization is to help managers be responsive to employees' problems.

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------	--------------------------	--------------------------

My organization asks for feedback about the quality of its information.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

My supervisor takes       
the time to understand  
what I need.

---

I feel comfortable sharing  
ideas and opinions with       
my supervisor.

---

The communication  
channels used in my       
organization are effective.

---

My organization makes  
it easy to find information       
i need.

---

My organization asks  
for our opinions       
before making decision.

---

**4. B. Perception on quality communication**

*Mark only one oval per row.*

Strongly Disagree 1    Disagree 2    Neutral 3    Agree 4    Strongly Agree 5

---

Timely

---

Accurately

.....  
Credible

.....  
Useful

.....  
Delivered through  
the right channels

### 5. Job Satisfaction

*Mark only one oval per row.*

Strongly Disagree 1    Disagree 2    Neutral 3    Agree 4    Strongly Agree 5

.....  
I am happy to work  
at this organization

.....  
I feel valued in this  
organization.

.....  
I feel that I am  
fulfilling an essential  
role in the organization.

.....  
I am satisfied with the  
supervision level of  
this organization.

My work gives me a sense of purpose.

---

I am satisfied with the overall communication in my organization.

---

Clear and open communication impacts my job satisfaction.

---

The current internal communication in my organization positively impacts my job satisfaction.

---

## 6 D. Employee Performance

*Mark only one oval row*

Strongly Disagree 1   Disagree 2   Neutral 3   Agree 4   Strongly Agree 5

---

I feel motivated to go above and beyond my job

---

I consistently meet my job performance targets.

---

The quality of my work       
is consistently high.

---

I manage my time  
effectively with my       
colleagues.

---

I am able to resolve  
problem effectively in       
my job.

---

The quality in internal  
communication directly       
impacts my job  
performance.

---

Better internal  
communication would       
help me perform  
my job more effectively.

Thank you .