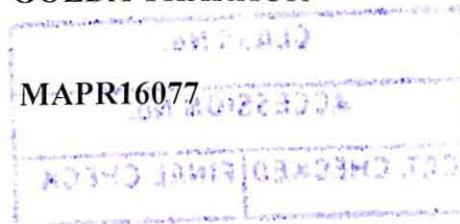


GHANA INSTITUTE OF JOURNALISM (GIJ)

**EFFECTIVENESS OF COMMUNICATION TOOLS: A CASE STUDY OF GUINNESS
GHANA BREWERIES LIMITED.**

LADY GOLDA THARKOR




**DISSERTATION SUBMITTED TO THE GHANA INSTITUTE OF JOURNALISM IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER
OF ARTS DEGREE IN PUBLIC RELATIONS**

NOVEMBER, 2017

DECLARATION

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

Candidate' Signature: 

Date: 4TH Nov, 2017

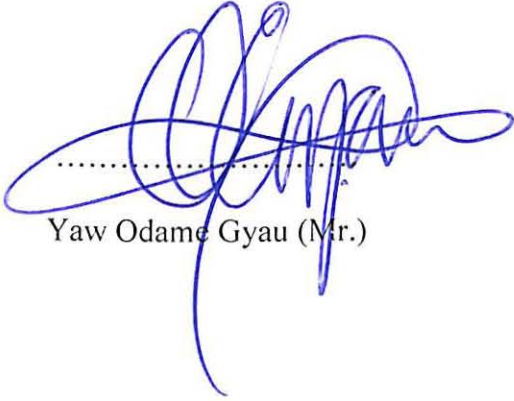
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CERTIFICATION

I hereby certify that this dissertation was supervised in accordance with the laid down procedures by the Ghana Institute of Journalism.



.....

Yaw Odame Gyau (Mr.)

4th Nov. 2017

.....

Date

DEDICATION

This piece of work is dedicated to my father, Mr. Fifi Tharkor and my mother, Mrs. Rosemary Awuku Tharkor.

ACKNOWLEDGEMENT

I want to say a very big thank you to God Almighty for seeing me through my study at the Ghana Institute of Journalism. Without Him, I would not have been able to come out successfully with this project work. I will also like to say thank you to my supervisor, Mr. Yaw Odame Gyau for his direction, guidance and going through this manuscript to make sure it is a success. God really bless you for the patience with which you addressed my work sir!

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My appreciation goes further to management and staff of Guinness Ghana Breweries Limited who were of great help in providing me with the necessary information for my questionnaire which enabled me come up with the findings of this project.

I say God richly bless you all!

ABSTRACT

The study is aimed at assessing the effectiveness of internal communication tools in Guinness Ghana Limited. The study is specifically aimed at determining internal communication tools of Guinness Ghana Limited, the effectiveness of communication tools in transmitting information, determining the effectiveness of the communication tools in preserving information quality and to determining the effectiveness of communication tools in generating feedback. Using questionnaire as data collection instrument primary data was collected from 143 sampled employees of Guinness Ghana Limited. Data analysis was conducted using descriptive statistical tools, one sample t-test and paired samples t-test to achieve objectives of the study. Findings of the study revealed that the main communication tools used for internal communication are telephone, face to face communication, email, text message and intranet. The study also found internal communication tools have been effective in transmitting information, generating feedback and preserving the quality of information it transmits. The study therefore concluded that internal communication tools used in Guinness Ghana Limited have been effective. The study recommends that it will be prudent for Guinness Ghana Limited to include more communication tools into its communication tools mix and to invest more into computer mediated communication tool.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Barrett (2002) stated that meaningful communication within an organization is meant to educate, inform and motivate employees to support organizational strategy. Communication is therefore an important aspect of an organization. Communication within an organization according to Jablin and Putnam (2001) defines and describes an organization. Blazenaite (2011) suggests that there is enough evidence that supports the assertion that effective communication is critical to the success and sustenance of an organization. The author explained that in order to ensure an effectiveness of an organization there should be full information to individual members of the organization.

Ešenvalde (2004) highlights the importance of communication tools in the effectiveness of communication. The author explains that communication tools are as important as the information being carried. Communication tools are the medium through which information is transmitted (Hislop, 2005). Effective communication requires that attention be given to the selection of communication tools (Vaishnav, 2016). Weissman (2003) suggests that different information audiences may require different communication tool to effectively transmit and each communication medium has a specific technique required to orient its audience towards the information flow. Krimsky and Plaigh (1988) the tools selected must be dependent on the audience and the information being communicated. Thus the tools of communication must be such that it improves the transmission of information. Kortlandt (2003) therefore stated that in the selection of a communication tool the pros and cons of the tools must be a guide.

It is becoming clearer at this point that the choice of communication tools is central to communication effectiveness. Mishra, Boyton and Mishra (2014) stressed that availability of a wide range of communication tools is important to significantly increase the chances that information reaches the audience in an accurate form.

1.2 Statement of the Problem

With the change in the dynamics of corporation from one of centralized to a decentralized system where firms have subsidiaries across regions of a country or across borders of countries internal communication pose greater challenge than ever. Zondi, Cassim and Karodi (2015) assert that internal communication in organizations is very much challenged by the complexities of the modern day business environment.

Given that organizational communication research has given an incomplete account of how internal communication generally has responded to changes in the dynamics of business organizations, it has become imperative to conduct such a study to assess the role played by internal communication in present day organizational environment.

Vaishnav (2016) expressed that the solution to current day organizational challenges is the use of computer mediated communication tool. It should however, be noted that the use of technology mediated communication tools expose the organization to the risk of compromising the secrecy and privacy of the information being conveyed (Saripalli and Walters, 2010). Organizations are therefore thorn between adopting a communication tool capable to transmitting information to a large number of employees in several branches of the organization and sacrificing the security of privacy of information or using communication tool that secures the privacy and security of the information at the risk of reaching all audience.

Guinness Ghana Limited is a company operating in a very competitive industry where information remains a key asset for firms to be successful. This therefore means that the security and privacy of information remains a key determinant of business success of Guinness Ghana Limited. However, in as much as Guinness Ghana Limited will want to keep such information away from the general public and its competitors especially, the information must be disseminated to all its employees in the various branches across Ghana as quickly as possible for organizational effectiveness. The problem Guinness Ghana Limited is confronted with in the dissemination of information within the organization is the choice of communication tool to use to enhance effective internal communication.

1.3 Objective of the Study

Generally the study was aimed at assessing the effectiveness of internal communication tools in Guinness Ghana Limited. Specifically the proposed study is aimed at achieving the following objectives:

1. Determine internal communication tools of Guinness Ghana Limited.
2. Assess the effectiveness of the communication tools in transmitting information.
3. Determine the effectiveness of the communication tools in preserving information quality.
4. Analyze the effectiveness of the communication tools in generating feedbacks.

1.4 Research Questions

1. What are the communication tools used for internal communication in Guinness Ghana Limited?

2. To what extent are communication tools effective in transmitting information?
3. How effective are communication tools in preserving information quality?
4. To what extent are communication tools effective in generating feedback?

1.5 Significance of the Study

The competitive nature of the beverage industry in Ghana that Guinness Ghana Limited deploy strategies and communicate these strategies to its employees in the most efficient way to ensure clarity and understanding. The proposed study will therefore be of immense benefit to Guinness Ghana Limited as it will present the most effective communication tools to adopt for its internal communications. The proposed study will also enrich the extant literature to the extent that studies on the effectiveness of communication tools are rare. The findings, conclusion and recommendations of the proposed study will fill the knowledge gap in the extant literature and serve as reference for people in academia to consult. The findings of the study will also serve as reference for communication practitioners in designing communication strategies.

1.7 Scope and Limitation

The study will focus on only internal communication tools of Guinness Ghana Limited. This means that issue of external communication will fall outside the focus of the study. There are several communication performance measures, however, the study will restrict itself to the ability of a communication tool to provide information, include facts and to generate feedback.

1.7 Organization of the Study

The study will be organized under five chapters. Chapter one will introduce the study through the background to the study, present the problem of the study which justifies the study, the

significance of the study, the scope of the study and the organization of the study. Chapter two presents the review of the related literature whilst chapter three presents the research methodology. Chapter four will present analysis and discussion of results whilst chapter five presents the summary of main findings, results and discussions.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews related studies on the effectiveness of communication tools. The chapter is organized under seven themes. The chapter presents a review on what communication is, tools of internal organizational communication, effectiveness of communication tools in transmitting information as well as the effectiveness of communication tools in including facts. The review of the extant literature also presents a review on the effectiveness of communication tools in generating feedback. The chapter also presents a conceptual framework as well as a summary of the review of the extant literature.

2.1 Communication

There is consensus among authors that there is growing evidence to suggest that effective communication is critical to organizational success. Christensen and Cornelissen (2011) observed that organizational communication is central to organizational existence. Even though authors agree on the essence of organizational communication same cannot be said about what organization communication is.

Blazenaite (2011) expressed that the definition of what organization communication is has been a contentious issue. The author, in an attempt to settle the debate on what organizational

communication is stated that organizational communication is a social process that ensures exchange of information between departments and units of an organization in a bid to achieving organizational objectives. From the definition Blazenaite (2011) suggest that organizational communication creates a social relationship between the various components of an organization through information sharing.

Whilst Blazenaite (2011) view organizational communication as an information sharing exercise, Husain (2013) moves the process a step backwards and posits that organizational communication is a process of gathering pertinent organizational information and transmitting same to all with other components of the organization. This distinction is important in the definition of organizational communication as information is dynamic and with time old information become irrelevant. It is therefore important that the definition of organizational communication encapsulates a continuous information gathering and sharing as a way to ensuring that information that is shared is relevant to the objectives of the organization.

It is important to note that Barrett (2002) explained that information that is shared in an organization relevant and meaningful and must educate and motivate employees at all level to work towards meeting objectives of the organization.

A study by McCroskey and McCroskey (2005) has observed that organizational communication is the element that maintains and sustains relationships in an organization. This clearly suggests that the definition of organizational communication which does not link organizational communication to sustained relationship within the organization may not be an adequate definition of organizational communication.

A study by Guney, Diker, Guney Ayra and Solmaz (2012) there are three approaches to defining organizational communication, the internal approach, social structure approach and traditional approach. The authors explained that internal approach views organizational communication as a process of transferring message about the organization to recipients of that organization. The authors further explained that social structure approach recognizes organizational communication as a common language that social structures such as human groups and teams have developed in order to interact with each other. According to the authors, traditional approach views organizational communication as the entire process receiving, sending, storing and processing vital organizational information. These three approaches represent the different definitions of organizational communication identified in the extant literature.

Based in these three approaches Kocabas (2005) identified four different types of organizational communication. The author explained that bureaucratic organizational communication is the exchange of official information from superiors to subordinates. The author further identified manipulative communication as the exchange of selected information within an organization with portions of the information hidden from the recipients. Kocabas (2005) further expressed that democratic communication as a type of organizational communication is the exchange of all available information within an organization in an objective manner whereas disproportionate communication, in the view of the author is a type of organizational communication where the recipient of information is unable to receive all the required information.

Clearly, from the types of organizational communication expressed by Kocabas (2005) one can argue that there is probably inconsistencies and variations in the definitions authors have given to organizational communication because organizational communication has several part and

therefore depending on the component of organizational communication an author considers the definitions may vary.

Studies on organizational communications have been conducted along internal/external and formal/informal communication lines (Johanssen, 2007). These two divides, according to the author draws a line between two separate types but related studies, communication research which focuses on internal communication and public relations research which focus on external communication. Johanssen (2007) expressed that organizational communication is an internal communication to the extent that it is concerned with communication within an organization.

2.2 Internal Communication Tools

Communication is carried on devices and or products to its target group. The International Association of Computer Information Systems (2003) expressed that to ensure effective communication the choice of communication tool is critical. The author defined communication tool as the medium through which communication is transmitted to its targeted audience. Recognizing that there is a distinction between internal communication and external communication and the targeted audiences differ, Cornelissen (2008) observed that the choice of a communication tool is partly informed by the two types of communication, internal and external communication. Kortlandt (2003) expressed that communication tools have their positive aspects and drawback and therefore suggested that these pros and cons of communication tools must be considered in selecting a communication tool. This clearly suggests that not all communication tools can be relevant to all types of communication at all times. This is confirmed by Kortlandt (2003) who observed that a communication tool needs to be appropriate to a specific situation.

A study by Zondi, Cassim and Karodia (2015) opined that there are several internal communication tools that can be utilized. The authors identified such communication tools as emails, intranet, hand copy publications and face to face communication. It is important at this point to note that because internal communication is within the confines of the organization, the communication tools are intra organization. Salmon and Joiner (2005) explained that urgency of information may be an influencing factor on the choice of an internal communication tool. This is however, a difficult option to pick if an organization wants to communicate an urgent information to large number of its employees. Clearly, even though face-to-face communication may be ideal in communicating urgent information its relevance in such circumstance is reduced by the size of employees who must be communicated to.

A study by Sarka (2014) on tools of internal communication from the knowledge transfer perspective was aimed at designing a set of communication tools that support knowledge management. Using the internal communication tools identified by Hislop (2005), the author used a likert scale questionnaire which asked respondents to choose between most efficient communication tool in knowledge transfer and least efficient communication tool for knowledge transfer. Using descriptive statistical tools such as frequency tables and graphs, the study found that face-to-face communication was the most efficient in transferring knowledge, followed by telephone communication. The author's findings even though suggest face-to-face communication is most efficient in transferring knowledge, in an organization where there are a large number of employees face-to-face communication may not be a suitable way of transferring knowledge. This therefore suggests that the selection of communication tool should be influenced by what exactly is being communicated and the intention of the communication.

Sarka (2015) also found that to ensure efficient knowledge transfer the communication must build trust, must generate immediate feedback, must involve more senses, there must be spontaneity in communication, and there should be balanced dialogue and humor.

The author explained building trust in communication to mean that communication must be customized for the different types of audience and must establish relationship based on mutual trust. This suggests that the choice of communication tool must understand the message being communicated. The author further explained that immediate feedback according to the author suggests that the communication tool must encourage interaction and provide an authentic reaction on the message communicated. The author also opined that the choice of a communication tool must allow a lot more of the senses to appreciate the message being communicated. Thus getting more of the senses involved in the communication is important to understanding the message being communicated. Shiang-Kwei (2008) observed that when a communication tool takes away the natural Social interaction there is the feeling of isolation. This has become the main challenge of technology mediated communication tools.

In explaining spontaneity of communication Sarka (2014) asserted that communication tools will be efficient if subconscious messages being communicated can be observed whereas balanced dialogue is the ability of a communication tool to allow parties involve in communication to listen and speak without allowing only one part to speak whilst the other listens. Sarka (2014) also showed that humor, stories and personal context has the ability to spice messages and make them more interesting. It should be noted that getting the attention of the audience is important to communication. Communication tool therefore from Sarka (2014) are varied they must be of specific nature to convey message to specific audience.

A study by the Agency for Toxic Substances and Disease Registry ATSDR (2001) stated that the approach to selecting tools for communicating with the public must depend on the preference and or the type of audience. The author identified several communication tools which include briefings, community mailing, exhibiting visuals, creating fact sheets which activities, newsletters and presentations.

However, a study by Zondi et al (2015) showed that with internal communication tool commonly used are face-to-face meetings, telephone exchange, video conferences and computer based text transfers. Fletcher and Major (2006) also added that company newsletter is also a main internal communication tool. Comparing internal communication tools highlighted by Zondi et al (2015) and Fletcher and Major (2006) on one hand and ATSDR (2001) it becomes clear that tools for internal communication is set apart from these for external communication as identified by ATSDR (2001). However, some of the tools such as emails overlap. It is therefore in tandem with logic to argue that internal communication tools and how they are used is what sets internal organizational communication apart from external communication.

2.3 Effectiveness of Organizational Communication Tools

Proponents of media richness theory such as Lee (1994) and Markus (1994) have expressed that media richness have suggested that effectiveness of a communication tool depends on four main pillars feedback capacity, number channels used such as audio and video or both, personal or impersonal and variety of language such as verbal and non verbal Draft and Lengel, (1984) also confirmed this position when they observed in their study that the effectiveness of a communication lies in its ability to have a high media richness. According to Shahkat (2011) the decision to opt for a particular tool depends on the difficulty of task. Based on this assertion one

is tempted to conclude that communication tool effectiveness is rather specific to the type of communication task to be executed. Hopkins (2012) has shown that the effectiveness of a communication tool is its ability to communicate accurately what the message it wish to communicate. This is confirmed by Fowler and Mankelow (2005) who expressed that the effectiveness of a communication tool is dependent on its ability to communicate understanding. A study by Sims and Lorenzi (1992) posited that the effectiveness of a communication tool is measured by its ability to build a common focus, create shared meaning and vision and share the focus of charge. This is consistent with authors such as Blazenaite (2011) who expressed that organizational communication must be aimed at creating a social relationship between the various components of an organization. On this basis it can be argued that a communication tool's effectiveness can probably be measured by the extent to which it is able to improve social relationship within an organization.

2.4 Effectiveness of Internal Communication Tools in Transmitting Information

It is a truism that the success of an organization depends largely on information sharing within members of the organization. There are two main objectives of communication in an organization according to Husain (2013). The author explained that communication in an organization informs employees about their tasks and policy direction of the organization. This suggests therefore that ability for a chosen communication tool to transmit information within an organization is cardinal. Barrett (2002) opined that communication is only meaningful when the message is foremost way of assessing the effectiveness of a communication tool is its ability to transmit information. This is consistent with Baker (2010) who expressed that a communication tool can only be effective if it has the capacity to transmit information.

Ean (2011) in a study on a computer-mediated communication and organizational communication found that any communication tool that ensures face-to-face communication have the benefit of receiving both verbal and non verbal aspects of the information. This is consistent with Draft and Lengel (1984) who posited that an effective communication tool has the capacity and is able to transmit both verbal and non verbal communication. The emphasis therefore is the communication of accurate information. Communication that includes both verbal and gestures (non verbal) allows for the recipient of the information to cross check verbal information with the non verbal information. Schiller and Mandviwalla (2007) confirms this position when they stated communication tools that use a high number of cues such as generating feedback in a timely manner and capacity of natural expression makes the tool more effective. Chidiebere, Nwankwo, Ngozi and Ifeoma (2015) observed that communication tool that use more cues to transmit information carry more detailed information. On this basis the authors were of the view that face-to-face communication tool carry a more detailed information. The authors further expressed that face-to-face permits timely feedback, allow simultaneous communication of multiple cues such as body language, facial expression, tone of voice and uses high variety of natural language and also have the capacity to convey emotion. The authors however, stated that in terms of carrying detailed information, face-to-face is followed by video conferencing, phone instant messaging, email, text messaging, address written document and unaddressed documents in that order.

This put video conferencing and other interpersonal communication tools ahead of other tools such as email. However, from Salmon and Joiner (2005) and Shahkat (2011) who are of the view that communication tools do not fit for all situations, it is possible therefore to argue that in terms

of transmitting information, interpersonal communication tools, even though has the capacity to transmit information clearly, the clarity of information transmitted is hindered by the size of audience and available technology. Thus as the size of audience increase interpersonal communication tools such as face-to-face and video conferencing ability to transmit information is limited. Again the capacity of the technology carrying the message to adequately reach all audience becomes important to the ability of the communication tool to transmit information. What is clear at this point is that technology mediated communication tool, even though have a high information carrying capacity their ability to transmit the information they carry clearly to the audience is limited by the capacity of the technology and the size of audience. This is in agreement with Shahkat (2011) who expressed that in measuring the effectiveness of a communication tool, the task being executed with the tool is important. In order work communication tools work best with certain specific tasks.

Ean (2012) in a study found that even though it is generally known that interpersonal communication tool are very effective in transmitting information employees of Malaysian firms perceive emails as an effective and efficient communication tool in the dissemination of information. It is important to note that one important aspect of transmitting information is the synchronous and a synchronous aspect of the communication tool.

Maier and Warren (2000) explained that generally most computer mediated communication tools provide both synchronous communications which allows participants to a communication to be contacted at the same time and asynchronous where participants get the information at a later time. Even though asynchronous feature of some computer mediated communication tools such as email may be seen as delaying information, the other side of the argument is that it has the capacity to store information. This is a probable reason why employees will find email as more

effect and efficient than interpersonal communication tool. The findings in the extant literature seem to be drifting the way of authors such as Shahkat (2011) who postulated that communication tools are task specific.

The dynamics of a modern day business organization is such that it is very costly to get all employees listening or talking at the same time. It is therefore consistent with logic that employees in an organization will prefer an asynchronous communication tool which gives them the opportunity to get information when it is convenient for them to do so. It is however, the case that under such circumstances urgent information which requires immediate attention will not be well served by an asynchronous organizational communication tool.

2.5 Effectiveness of Internal Communication Tools in Ensuring Information Quality

It is important that organizational information, especially information concerning employee tasks and organizational policy reach organizational members. However, information that is disseminated will be of little relevance if it is not detailed.

A study by Shoemaker and Reese (1996) explained that media content remains the basis for media impact. Thus the importance of a communication tool does not rest with the communication tool but the content of the message. This is the basis of the access/quality theory of communication propounded by Carlson and Davis (1998). The theory is fulcrum on the basis that the characteristics of information such as relevance, accuracy, reliability and timeliness are important to communication. This suggests that even though the possibility exists that several communication tools are capable of transmitting information the one that ensures and safeguard the relevance, accuracy, reliability and timeliness of information is the best tool to adopt. Zmud,

Lind and Young (1990) observed that information characteristics such as accuracy, relevance, reliability and timeliness are jointly called information quality features.

Daft, Lengel and Trevino (1987) conducted a study on message equivocality media selection and managers performance. The authors in an attempt to define information quality stated that quality information is one that is accurate, relevant, reliable and timely. This is consistent with the access/quality theory which suggested that the basic characteristic of a quality of information is its accuracy, relevance, reliability and timeliness of information. A study by Turner, Ovarfordt, Biehl, Golovchinsky and Back (2010) stated that based on the media richness theory face-to-face communication provides a wealth of information about parties in communication through facial expression, body language, verbal pause and therefore makes such a tool carry all the facts of an information in a clear manner. However, the authors also stated that the challenge of face-to-face communication has always been that there is always an imperfect trace of what is communicated. Thus face-to-face communication, even though is able to carry details, they are unable to store information. This is consistent with Maier and Warren (2000) who opined that synchronous communication tools normally have the challenge of information storage. It is probably for the reason that different communication tools have different strengths that Turner et al (2010) stated that the choice of a communication tool must depend on what objective parties in communication want to achieve. Draft et al (1987) in their study stated that communication tools differ in their ability to facilitate understanding. This position is shared by Alavi (1982) and Steinfield and Fulk (1985). These authors ranked communication tools in terms of communicating understanding. Face-to-face was considered the first, followed by telephone then to written addressed documents such as notes, memos and letters. The authors explained that unaddressed documents such as fliers, bulletin and standard reports were found to be least in communicating

facts. From the ranking, one observes that opportunity to clarify misunderstanding is an integral part of ensuring that a communication tool transmits facts. This is a central theme of Ean (2011) finding which stipulated that if a communication tool allows participants to ask for clarification it enhances its ability to include facts. This puts synchronous communication tools and their ability to generate feedback critical to ensuring that information a communication tool carries is factual. There is therefore an inseparable link between ability of a communication tool to generate feedback quickly and transmitting details.

MacFarlane (2010) in study explained that the effectiveness of a communication tool is measured by its ability to communicate what it intends to communicate. The author suggested that communicating what is intended to be communicated requires that the communication tool carries detailed information.

2.6 Effect of Communication Tool in Generating Feedback

The media richness theory identifies feedback generation as an important element to communication tool effectiveness. Maier and Warren (2000) observed that synchronous communication tools are the best tools for generating feedback. This is because a synchronous communication tool engages both parties at the same time and therefore there could be immediate feedback. One can argue that asynchronous communication tools, even though may not generate feedback immediately; such tools generate feedback with a time lag. Miller (2009) and Baker (2010) stated that most organizational communication are generally in the form that does not require immediate feedback and therefore in terms of organizational communication, the distinction between immediate feedback and time lag feedback is of little essence. However, from the media richness theory more premium is put on immediate feedback. It is important in

the modern business environment to put immediate feedback generation ahead of time lag feedback. Business environment is becoming more fluid and dynamic that immediate feedback generation can put an organization ahead of its competitors.

Authors such as Highsmith (2002) and Fernandez and Fernandez (2008) observed that in project management for example immediate feedback generated as opposed to time lag feedback is critical to cost minimization. The findings of Highsmith (2002) and Fernandez and Fernandez (2008) weaken the argument made by Miller (2009) and Baker (2002) that there is no relevance distinguishing between immediate feedback and time lag feedback.

Maier and Warren (2010) assert that generating immediate feedback can be a measure of the effectiveness of a communication tool; however, communication tool effectiveness cannot be measure by a single attribute. The author explained further that internal organizational communication is dynamic and most organizations are moving towards computer mediated tools capable of storing information. This suggests that flexibility in internal organizational communication which allows for both synchronous and asynchronous systems are ideal. The authors further expressed that in terms of generating quick feedback face-to-face and telephones are the best tools. However, because of the inconvenience associated with these two communication tools, Baruah (2012) has stated that modern day business organization use email with pop up alerts.

Fowler and Mankelow (2005) asserted that the quest for immediate feedback to internal organizational communication is not practical given the sizes of organizations today. The authors explained that immediate feedback is only practical when parties to a communication process are very few. The authors therefore observed that in practical sense email remains the ideal

communication tool that generates the quickest feedback for internal organizational communication purpose.

Conceptual Framework

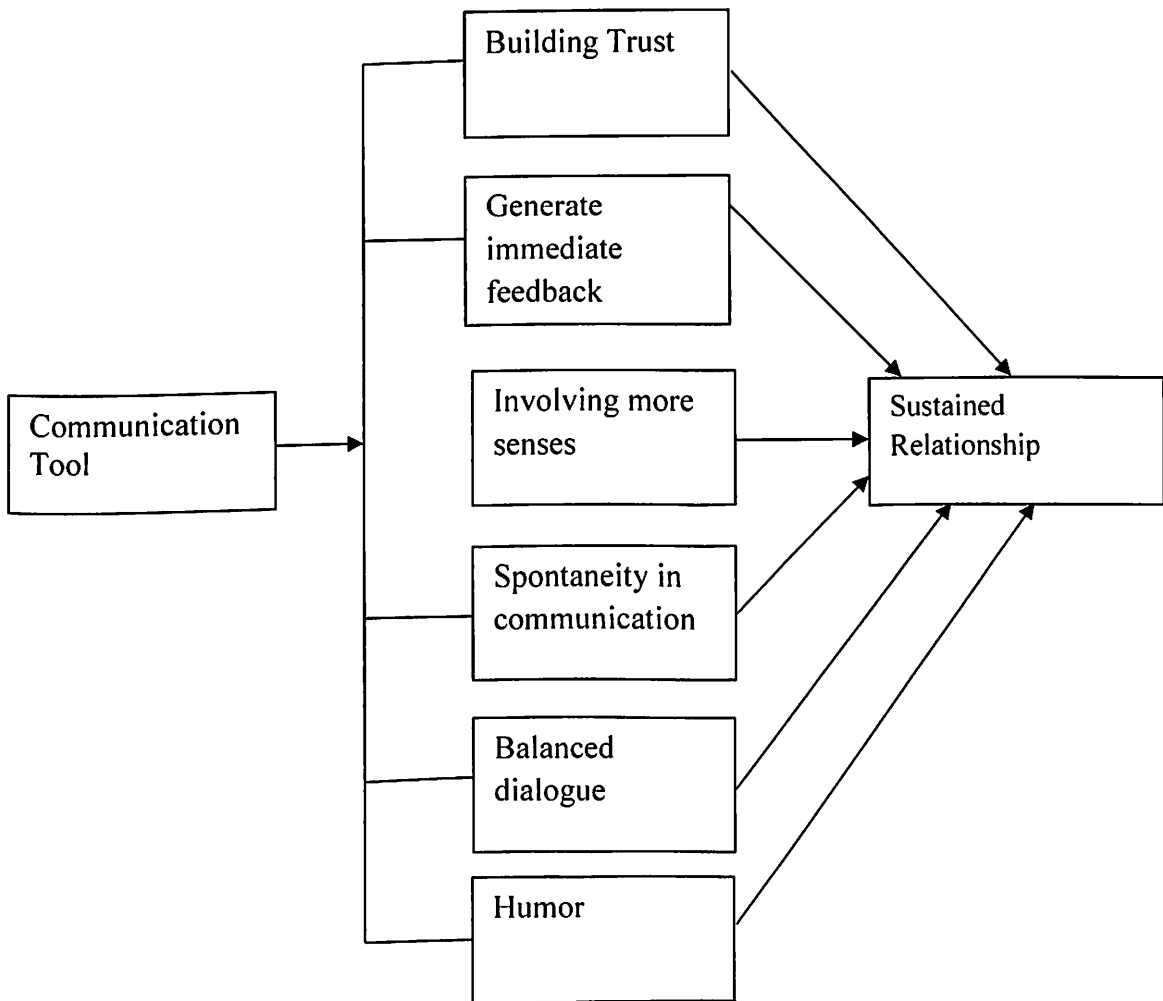


Figure 1: Conceptual framework. (Source: Lady Golda Tharkor)

From figure 1 organizational communication must lead to sustained relationship in the organization. The conceptual framework recognizes that to ensure effective organizational communication, communication must build trust, generate immediate feedback, involves more of the human senses; there should be spontaneity in communication, balanced dialogue and humor. From the media richness theory, a communication tool's ability to ensure sustained interaction in an organization is dependent on the number of the features it poses. Thus a communication tool that only builds trust in communication is less likely to ensure sustained relationship in an organization than a communication tool that combines building trust and generating immediate feedback.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology of the study. The chapter is organized under seven subheadings. The chapter presents the research design which gives the overall plan for the study. The chapter also presents the research population which gives an idea about the organization and number of potential respondents of the study. The chapter also presents the sample and sampling technique of the study. This section of the study spells out the number of respondents sampled and how the sampling was done.

The chapter also presents the type of source the type and sources of data. The chapter also presents an explanation of the data collection instrument as well as the data collection procedure. The chapter also presents treatment, presentation and analysis of data.

1.6.1 Research Design

3.1 Research Design

The study is a quantitative study as the study used quantitative data and quantitative techniques in analyzing the data. The study is a descriptive study to the extent that it profiles the communication tools and its effectiveness. Robson (2002) explained that descriptive study profiles a situation. It is also important to note that aspects of the current study that seeks to assess the effectiveness of communication tools is explanatory in nature. Thus the current study

is both descriptive and explanatory. Saunders, Lewis and Thornhill (2009) explained that studies that seek to establish relationship between variables is explanatory. The current study seek to establish relationship between communication tools and effective communication and therefore makes the study an explanatory one. A single study, being both descriptive and explanatory is not unprecedented. Saunders et al (2009) expressed that a particular study can be both descriptive and explanatory. Such a study according to the authors is descripto-explanatory study.

The study adopts a case study strategy. Robson (2002) explained that case study is ideal for studies which involves empirical investigation of a particular phenomenon in a real life context. The choice of a case study strategy is because communication tools and their effectiveness is a topical issue and considered a challenge to most organization. As Wood (1991) puts it case study allows for an indepth and rich understanding of the context of the study. This remains the focal reason for the choice of the case study strategy.

3.2 Research Population

The population of the study is all staff of Guinness Ghana Limited in all branches of the organization including permanent and outsourced staff. In all the population is six hundred and ninety five (695) made up of six hundred and five (605) permanent staff and ninety (90) outsourced staff. The study populations have varied demography and therefore present an opportunity to get responses reflective a normal communication population.

3.3 Sample

The study sample is three hundred staff of Guinness Ghana Limited. The sample is drawn from all branches of the organization across Ghana. This includes employees at all levels of the organization. The sample is made up of thirty (30) senior staff members and two hundred and twenty (120) junior staff members.

3.4 Sampling Technique

The study first divided the study population into two, different strata, senior staff and junior staff. The study proportionally sampled thirty (30) senior staff and two hundred and twenty (120) junior staff. The decision to sample proportionally from senior staff and junior staff is based on Cornelissen (2008) who stated that communication tools used differ between senior management and junior staff in an organization. After dividing the population into senior staff and junior staff respondents were sampled using random sampling. The decision to use random sampling was based on the fact that communication is considered homogeneous among the two different groups and responses within each group is expected to be the same.

3.5 Type and Sources of Data

The study will use primary data sourced from respondents who are employees of Guinness Ghana Limited.

3.6 Data Collection Instrument

Questionnaire was used for collecting data. The questionnaire is in five sections. Section one of the questionnaire solicits responses on respondents' demography so the study understands and

appreciates who the respondents are. The second section of the questionnaire asked respondents to provide answers to questions on the type of communication tools used for internal communication in Guinness Ghana Limited. The first two sections of the questionnaire are close ended mainly. Section three of the questionnaire solicit information on the effectiveness of the communication tools in providing information whilst section four of the questionnaire also asks respondents to provide answers to questions relating to the effectiveness of the communication tools in giving details. Section five of the questionnaire asked questions relating to the effectiveness of the communication tools in generating feedback. Sections three to five of the questionnaire are on a likert scale.

3.7 Data Collection Procedure

An introductory letter was presented to Guinness Ghana Limited introducing the researcher as a student to create access for data collection. The researcher was, with the help of the human resource department identify segment of the population into senior and junior staff and then proportionally sample respondents from each of the two groups. The random sampling was conducted as follows: The researcher visited the offices of the respondent and presented the questionnaire to them as and when an employee was sited. The respondents were given a week to complete the questionnaire after which it was collected.

3.8 Treatment, Presentation and Analysis of Data

Data analysis was conducted at two levels. Demographic data and data on the types of communication tools will be analysed using frequencies and percentages. The second to the fifth part of the questionnaire was analysed using descriptive statistics and one sample t test.

Consistent with Chidiebere et al (2015) who analysed the role of effective communication on organizational performance, the current study analysed the data using one sample t test.

The one sample t test According to Green and Salkind (2009) evaluates whether the proportions of individuals who fall into categories of a variable are equal to hypothesized values. The variables may have two or more categories. The one-sample t test is more likely to yield significance if the sample proportions for the categories differ greatly from the hypothesized proportions and if the sample size is large.

In testing the significance of the responses on the effect of communication tools on the effectiveness of communication, the point likert scale question of 1 (effective), 2 (not effective) and (0) neutral was the three categories of responses to be tested. Given that the sample is three hundred (300) the expected frequency is hundred for each response category is one hundred (100). The chi square therefore is employed to test whether the number of respondents in each cartegory is significantly different from hundred.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0 Introduction

Chapter four of the study presents the results of the data analysis and discussions of the results. The chapter presents results on respondents' demographic. This is followed by results and discussions on internal communication tools of Guinness Ghana Limited. The chapter also presents results and discussions on the effectiveness of communication tools in transmitting information as well as the results and discussions on the effectiveness of communication tools in including details. The chapter finally presents the results and discussions on the effectiveness of communication tools in generating feedback.

4.1 Respondents' Demography

Table 4.1 Age of Respondents

Age Range	Frequency	Percent	Cumulative Percent
18-25years	23	16.2	16.2
26-43years	86	60.6	76.8
44-51years	24	16.9	93.7
52-59years	8	5.6	99.3
60years plus	1	.7	100.0
Total	142	100.0	

Source: Field data (2017)

Table 4.1 presents the age distribution of respondents. The analysis of the age distribution of the respondents as shown on Table 4.1 shows that 23 of the respondents, representing 16% were aged between 18 and 25 years whereas 86 of the respondents, representing 60.6% were aged between 26 and 43 years. The results of the analysis as shown on Table 4.1 indicated that 24 of the respondents, representing 17% were aged between 44 and 55 years. It is important to note that 77% of the respondents are youthful, aged between 18 and 43 years, whereas 94% of the respondents are aged between 18 and 51 years. The analysis further revealed that 8 of respondents, representing 5.6% were between the ages of 52 and 59 years. The study also found that 1 of the respondents, representing 0.7% was 60 years plus. From the results of the analysis is indicated that employees of the organization are generally youthful.

Table 4.2 Category of employees

Staff	Frequency	Percent	Cumulative Percent
Senior staff	59	41.5	41.5
Junior staff	83	58.5	100.0
Total	142	100.0	

Source: Field data (2017)

Table 4.2 presents analysis on the category of staff in the organization. The study found that 59 of the respondents, representing 41.5% were senior staff whereas 83 of the respondents, representing 59% were junior staff. The distribution of the staff is consistent with expectation as generally junior staff form greater portion of organizational population.

Table 4.3 Department of the organisation

Department	Frequency	Percent	Cumulative Percent
Finance department	26	18.2	18.2
Sales department	74	51.7	69.9
Marketing department	33	23.1	93.0
ICT department	10	7.0	100.0
Total	143	100.0	

Source: Field data (2017)

Table 4.3 shows the results of the analysis on departments in the organization respondents were drawn from. The results of the analysis revealed that 26 of the respondents representing 18% were employees in the finance department of the organization. 74 of respondents, representing 52% were employees in the sales department of the organization. The results of the analysis also showed that 33 of the respondents, representing 23% were employees of the sales department of the organization whereas 10 of the respondents representing 7% were employees of ICT department.

Table 4.4 Highest level of education

Level of Education	Frequency	Percent	Cumulative Percent
SHS	4	2.8	2.8
HND/ First degree	49	34.3	37.1
Masters degree	53	37.1	74.1
PHD	14	9.8	83.9
Professional qualification	23	16.1	100.0
Total	143	100.0	

Source: Field data (2017)

Table 4.4 presents the highest level of education of respondents. The results of the analysis revealed that 5 of the respondents representing 3.5% were SHS graduates, 49 of the respondents, representing 34% were HND or First degree holders. The results revealed that those who had Master's degree were 53 which represent 37%. 14 of the respondents, representing 9.8% had PhD with 23 of the respondents, representing 16% with professional qualification. 81% of the respondents had tertiary qualification indicating that generally employees of Guinness Ghana Limited are highly educated.

4.2 Internal Communication Tools of Guinness Ghana Limited

The study analyzed data on the tools of internal communication use in Guinness Ghana Limited

Table 4.5 Descriptive Statistics

	N	Minimum	Sum
Telephone	143	.00	142.00
Face to face	143	.00	139.00
Emails	143	.00	135.00
Text message	143	.00	131.00
Intranet	143	.00	115.00
News letter	143	.00	77.00
Notice board	143	.00	61.00
Video conferencing	143	.00	47.00

Source: Field data (2017)

Table 4.5 of the study presents descriptive of the number of respondents who believe that the following tools were used in internal communication in Guinness Ghana Limited. From Table 4.5 142 respondents stated that telephone is the main tool for internal communication at Guinness Ghana Limited. 139 of the respondents stated that face to face communication is the means of internal communication in Guinness Ghana Limited. 135 of the respondents stated that emails are used for internal communication whereas 131 of the respondents stated that text messages are used for internal communication and 115 of the respondents stated that intranet is used for internal communication. 77 respondents, 61 respondents and 47 respondents stated that newsletter; notice board and video conferencing respectively are used for internal communication. It is clear from Table 4.5 that the main internal communication tools used in Guinness Ghana Limited are telephone, face to face interactions, Emails and text messages even though intranet, newsletter, notice board and video conference are used but moderately.

Table 4.6 Paired Samples Correlations

	N	Correlation	Sig.
Pair 1 Telephone & Emails	143	-.020	.809
Pair 2 Telephone & Face to face	143	-.014	.866
Pair 3 Telephone & Text message	143	-.025	.763
Pair 4 Emails & Face to face	143	.143	.088
Pair 5 Emails & Text message	143	.036	.669
Pair 6 Face to face & Text message	143	.255	.002

Source: Field data (2017)

Table 4.6 shows the paired samples correlation between the internal communication tools used in Guinness Ghana Limited.

Table 4.6 shows telephones and emails, telephone and face book as well as telephone and text messages are negatively correlated. However, this relationship is not significant. Emails and face to face as well as emails and text messages are positively correlated, however, these are not significant. Face to face communication and text messages are positively and significantly correlated.

e 4.7 Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Telephone - Emails	.04895	.24692	.02065	.00813	.08977	2.371	142	.019
Telephone - Face to face	.02098	.18646	.01559	-.00984	.05180	1.345	142	.181
Telephone - Text message	.07692	.29256	.02446	.02856	.12529	3.144	142	.002
Emails - Face to face	-.02797	.26388	.02207	-.07159	.01565	-1.268	142	.207
Emails - Text message	.02797	.35493	.02968	-.03070	.08664	.942	142	.348
Face to face - Text message	.05594	.28523	.02385	.00879	.10309	2.345	142	.020

Source: Field data (2017)

Table 4.7 presents the paired samples test of the study. Table 4.7 finds the mean difference between the numbers of respondent who stated that the various tools are used for internal communication in Guinness Ghana Limited. From the paired samples test Pair 1 suggests that the mean difference between the numbers of respondents who stated that emails are used for internal communication is 0.04895. This suggests that the use of telephone dominates the use of Emails as a means of internal communication in Guinness Ghana Limited. The *p* value associated with the paired difference is 0.019 which suggests that mean difference between telephone and Email is significant. Even though the mean difference between telephone and face to face interaction is positive and could suggest the use of telephone dominate face to face interaction in pair 2, the difference is not significant. Pair 3 in the other hand shows that the use of telephone dominates text message and the difference is significant. Pair 4 in Table 4.7 suggests the face to face dominates Emails as internal communication tool, the difference is not significant as the *p* value

(0.207) is greater than 5%. Pair 5 suggests Email dominate text message but again the difference is not significant. Pair 6 shows that the use of face-to-face communication significantly dominate text message.

What is clear from the analysis is that the most dominant internal communication tool In Guinness Ghana Limited is telephone followed by face-to-face communication.

Table 4.8 Descriptive Statistics on Communication tools carrying message from management to staff

	N	Sum
Emails	143	136.00
Face-to-face	143	135.00
Telephone	143	134.00
Text message	143	127.00
Intranet	143	101.00
News letter	143	62.00
Notice board	143	49.00
Video conferencing	143	36.00

Source: Field data (2017)

Table 4.8 shows descriptive statistics on communication tools that carry messages from management to staff. The results of the analysis indicate that in order of importance of tools used in communicating messages from management to staff. Emails is considered most important followed by face to face, then telephone, text message and intranet. News letter, notice board and video conferencing were considered insignificant.

Table 4.9 Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Emails - Intranet	.24476	.52025	.04351	.15875	.33076	5.626	142	.000
Emails - Text message	.06294	.39747	.03324	-.00277	.12864	1.894	142	.060
Emails - Face to face	.00699	.32494	.02717	-.04672	.06071	.257	142	.797
Emails - Telephone	.01399	.33538	.02805	-.04146	.06943	.499	142	.619
Face to face - Telephone	.00699	.22192	.01856	-.02969	.04368	.377	142	.707
Face to face - Text message	.05594	.28523	.02385	.00879	.10309	2.345	142	.020
Face to face - Intranet	.23776	.42721	.03573	.16714	.30838	6.655	142	.000
Telephone - Text message	.04895	.32128	.02687	-.00416	.10206	1.822	142	.071
Telephone - Intranet	.23077	.43915	.03672	.15817	.30336	6.284	142	.000
Text message - Intranet	.18182	.48406	.04048	.10180	.26184	4.492	142	.000

Source: Field data (2017)

Table 4.9 presents the paired samples Test which shows the mean difference in the number of responses between the various communication tools used for transmitting information from management to staff.

The results of the analysis indicate that in Pair 1 the use of emails significantly dominated intranet in transmitting information from management to staff. Pair 4 suggests that face to face

communication significantly dominates text messages whereas face to face communication also dominate intranet as shown in Pair 7. Pair 9 also shows that telephone significantly dominates intranet whilst Pair 8 stated that text message significantly dominate intranet in conveying message from management to staff.

Table 4.10 Descriptive Statistics

Communication Tools	N	Sum
Face to face	143	130.00
Telephone	143	129.00
Emails	143	123.00
Text message	143	115.00
Intranet	143	47.00
News letter	143	26.00
Notice board	143	26.00
Video conferencing	143	22.00

Source: Field data (2017)

Table 4.10 shows the number of respondents who found various communication tools to dominate transmission of information from staff to management. Table 4.10 suggests that face to face communication, telephone, emails and text message are the tools used in Guinness Ghana Limited to communicate information from staff to management. This is consistent with the tools used for transmitting information from management to staff with intranet being the only tool absent in communication from staff to management

Table 4.11 Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
air Face to face - Telephone	.00699	.32494	.02717	-.04672	.06071	.257	142	.797
air Face to face - Emails	.04895	.47956	.04010	-.03033	.12823	1.221	142	.224
air Face to face - Text message	.10490	.40617	.03397	.03775	.17204	3.088	142	.002
air Telephone - Emails	.04196	.48751	.04077	-.03863	.12255	1.029	142	.305
air Telephone - Text message	.09790	.43305	.03621	.02632	.16949	2.703	142	.008
air Emails - Text message	.05594	.57869	.04839	-.03972	.15161	1.156	142	.250

Source: Field data (2017)

Table 4.11 presents the paired sample test to access which dominance of communication tools in transmitting information from staff to management. From Table 4.11 only Pair 3 and Pair 5 are significant at 5% significant level. This shows that face to face communication significantly dominates text message as internal communication tool whilst telephone dominates text message.

4.2.1 Discussions

4.2.1.1 Internal Communication Tools of Guinness Ghana Limited

The study found telephone and face to face communication as the main internal communication tools used in Guinness Ghana Limited. From the International Association of Computer Information System (2003) which expressed that communication tools used determine the effectiveness of internal communication it is probably the case that the organization considers

telephone and face to face communication as tools that will ensure effective internal communication. Salmon and Joiner (2005) assertion that the urgency of information determines the choice of communication tool suggest that probably Guinness Ghana Limited deliberately selected telephone which is effective when there is an urgent message to communicate and face to face which gives details. This is in agreement with Kortlandt (2003) who opined that the choice of communication tool must be appropriate to the specific situation. It should be observed that Guinness Ghana Limited, being an organization which several branches scattered all over the country internal communication is carried out within a wider space hence the need for telephone as a communication tool which allows the transmission of urgent information as well as face to face communication which transmit information among employees within the same departments who need not use telephone.

Sarka (2014) identified face to face communication as the most efficient internal communication tool in transferring knowledge. This may probably be a reason why face to face communication dominate internal communication tools used in Guinness Ghana Limited. Guinness Ghana Limited will certainly be concerned about efficient knowledge transfer and therefore in tandem with expectation face to face communication is an important internal communication tool used in Guinness Ghana Limited. The findings of Sarka (2014) to the effect that telephone as an internal communication tool is effective in knowledge transfer, further gives credence to the use of telephone and face to face communication as a dominant communication tools in Guinness Ghana Limited.

The findings of the study is consistent with findings of Zondi et al (2015) who also observed that telephone and face to face communication are important component of internal communication tools.

It is also important to recognize that Emails was found to be a component of internal communication tools in Guinness Ghana Limited, even though its usage lags behind telephone and face to face communication. It is probably the case that in Guinness Ghana Limited most of the routine worker involves communication that requires urgent responses that is why email lags behind telephone and face to face communication which are critical for immediate response relative to email.

From Hopkins (2012) who explained that effectiveness of communication tool is the ability of the tool to communicate accurately what is intended to be communicated, one conclude that probably given the type of messages communicated among employees of Guinness Ghana Limited telephone, face to face communication and to some extent email is the best tools required to communicate information with the organization. Husain (2013) assertion that communication within an organization is mainly to inform employees about their tasks and policy direction of an organization. It is therefore required that communication tools used to communicate such information communicate fully the information and must lend itself to receiving feedback quickly and for clarifying information. Telephone and face to face communication, Schiller and Mandviwalla (2007) showed that telephone and face to face communication is ideal for communicating urgent information and also generates feedback quickly. It is clear at this point that the choice of telephone and face to face as the main internal communication tools is to ensure effective communication within the organization.

Contrary to the findings of the current study which found telephone and face to face communication tools as dominant in Guinness Ghana Limited Ean (2011) found that firms in Malaysia rely more on emails as internal communication. What may be motivating firms to use email is the asynchronous feature which allows information to be stored. However, which it is

important to generate feedback quickly emails do not compare to telephone and face to face. Comparing the findings of the current study with the extant literature the conclusion that can be made is that internal communication tools are task specific, depending on what is being communicated and how quick feedback is expected an organization decide on a communication tool.

The findings of the analysis reveals that emails, face to face communication and telephone are the main channels of communicating information from management to staff.

Lind and Young (1990) who observe that information quality features such as accuracy, relevance, reliability and timeliness of information are important in internal communication one can argue that these form the basis on which the management of Guinness Ghana Limited use telephone, email and face to face communication from among other media for transmitting messages to staff. It is also clear that communication from management to staff use a blend of synchronous and asynchronous tools. It should be noted that even though face to face communication give a detailed information through gestures it is limited by its inability to store information, challenge that is assuage by complementing face to face communication with emails which has the capacity to store information. Thus the choice of internal communication tools to transmit information from management to staff is based on blending synchronous media and asynchronous media with the aim of complementing each other. It is also important to note that communication from management to staff will include vital information such as policy directives which require that where staff finds portion of the information to be unclear there is an opportunity to clarify issues. This can only happen if the information is communicated in a synchronous space such as telephone or face to face communication. This is emphasized by Ean

(2011) who expressed that communication tools allow for clarification of misunderstandings with ease improves inclusion factors.

The study finds that in terms of communication from staff to management face-to-face communication is most important followed by telephone, emails, and text messages. Synchronous communication tools seem to dominate internal communication in Guinness Ghana Limited. This development will be costly as such channels are naturally expensive in terms of time and finance. It is important to note that staffs of organizations are implementers of policies and therefore most of the communication from staff to management will generally be reported on the outcome of implementation. It is therefore natural that email as a communication tool features prominently in transmitting information from staff to management. However, from Lee (1994) and Markus (1994) who expressed that the richness of a communication media rests on its ability to generate immediate feedback, number of channels used, personal or impersonal languages used, one can understand why communication from staff to management uses synchronous channels mainly.

4.3 Effectiveness of Communication Tools in Transmitting Information

The study analyzed the effectiveness of communication tools used by Guinness Ghana Limited in transmitting information using the one-sample t test.

Table 4.12 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
I prefer email as a means of communication because it ensures accuracy of information	140	2.2571	1.51430	.12798
I prefer notice board to other means of transmitting information because it ensures accuracy of information	140	3.6714	1.86000	.15720
Intranet transmits information clearly	136	2.2279	1.10867	.09507
Text messages transmits organisational information clearly	137	2.1460	1.41702	.12106
The use of face to face communication in the organisation ensures clarity of information	136	1.8603	1.32873	.11394
Telephone communication in the organisation ensures clarity of information	138	1.9928	1.18689	.10103
Company news letter transmit organisational information clearly	140	3.3071	1.79085	.15135

Source: Field data (2017)

Table 4.12 presents the one sample statistics on responses to questions related to effectiveness of internal communication tools. On a scale of 1 to 6 where one mean strongly agree and 6 is strongly disagree respondents stated the degree of agreement or disagreement with various statements concerning the effectiveness of internal communication tools. The study regarded 1 – 3 as region of agreement and 4 – 6 as regions of disagreement. From Table 4.12 the mean response to the assertion that respondents prefer email as a communication tool because it ensures accuracy of information was 2.26 with a standard deviation of 1.51. The standard deviation is large and may suggest responses were not by consensus.

The mean responses to the assertion that respondents prefer notice board to other means of transmitting information because it ensure accuracy of information had a mean response of 3.67

and a standard deviation of 1.8 which is large and suggests that the mean response is not by consensus.

Intranet as a means of transmitting information clearly had a mean response of 2.2 and a standard deviation of 1.1. The high standard deviation is an indication of outlier responses.

The analysis on the assertion that text message transmits information clearly had a mean response of 2.15 and a standard deviation of 1.4. The standard deviation is large and therefore indicates that responses were not by consensus.

Analyzing responses on the assertion that the use of face to face communication in the organization ensures clarity of information revealed a mean response of 1.9 and a standard deviation as high as 1.3 which is an indication that responses were not by consensus.

The assertion that telephone communication in the organization ensures clarity of information revealed a mean response of 2 and a standard deviation of 1.2.

The assertions that company news letter transmit organizational information clearly revealed a mean response of 3.3 and a standard deviation of 1.79 which suggest outlier responses.

Table 4.13 One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
I prefer email as a means of communication because it ensures accuracy of information	-5.804	139	.000	-.74286	-.9959	-.4898
I prefer notice board to other means of transmitting information because it ensures accuracy of information	4.271	139	.000	.67143	.3606	.9822
Intranet transmits information clearly	-8.121	135	.000	-.77206	-.9601	-.5840
Text messages transmits organisational information clearly	-7.054	136	.000	-.85401	-1.0934	-.6146
The use of face to face communication in the organisation ensures clarity of information	-10.003	135	.000	-1.13971	-1.3650	-.9144
Telephone communication in the organisation ensures clarity of information	-9.969	137	.000	-1.00725	-1.2070	-.8075
Company news letter transmit organisational information clearly	2.029	139	.044	.30714	.0079	.6064

Source: Field data (2017)

Table 4.13 shows the One Sample Test which shows the mean difference between the mean responses and the test value (3).

The assertion that respondents prefer email as a means of communication because it ensures accuracy of information revealed a mean difference of -0.74 and has a *p* value of 0.000. This suggests that email ensures accuracy of information. The results of the analysis indicated that the mean difference to the assertion that respondents prefer notice board to other means is 0.67 and has a significant *t* statistic. This means respondents on the average disagree with the assertion. The assertion that intranet transmits information clearly had a mean difference of -0.77 with a significant *t* statistic. This suggests that respondent agreed with the assertion. Text message transmits information clearly had a mean difference of -0.85 which is also significant. This means that on the average respondents were of the view that text message as a means of communication gives clear information. The assertion that the use of face to face communication ensures clarity of information had a mean difference of -1.1 and a significant *t* statistic. This is an indication that respondents generally agreed that face to face communication ensures clarity of information. This assertion that telephone communication in the organization ensures clarity of information revealed a mean difference of -1.0 and a significant *t* statistic. This suggests that on the average respondents are of the view that telephone communication ensures clarity of information.

The assertion that company news letter transmits information clearly had a mean difference of 0.31 with a significant *t* statistic. This suggests that on the average respondents disagree with the assertion.

Table 4.14 Ranking of communication tools based on reliability and clarity

Communication tools	N	Rank
Face to face	142	1st
Emails	142	2nd
Telephone	142	3rd

Text message	142	4th
Intranet	142	5th
News letter	142	6th
Notice board	142	7th
Video conferencing	142	8th

Source: Field data (2017)

Table 4.14 presents ranking of communication tools based on their reliability and clarity of communication. The results of the analysis indicate that the first on the rank is face to face communication followed by email and then to telephone. Text message came forth followed by intranet and then to news letter. Notice board came 7th whilst video conferencing came 8th

4.3.1 Discussions

4.3.1.1 Effectiveness of Communication Tools in Transmitting Information

Findings of the data analysis indicate that emails, intranet, text message, face to face communication and telephone as tools for internal communication are effective in transmitting information. The study however, found notice board and company news letter as ineffective internal communication tool in transmitting information.

Baker (2010) expressed that a communication tool is effective if it can transmit information. This is confirmed by the current study which suggests that emails, intranet, text message, face to face communication and telephone as tools of internal communication effectively transmit information. Ean (2011) hinted that communication tools are effective in transmitting information when the tool allows a lot more of the human senses to interpret what is being communicated. It is in tandem with this assertion that face to face communication was found to be effective in transmitting information. Consistent with the current study Ean (2011) also found

that face to face communication is the most effective means of transmitting information in an organization. The author attributed this to the fact that face to face communication receives both verbal and non verbal aspects of the information. Again findings of the study suggest that synchronous communication tools are more effective in transmitting information than asynchronous tools. Thus the study found that the only two asynchronous tools were found to be ineffective in transmitting information. Schiller and Mandviwalla (2007) who noted that the more cues a communication tool has such as ability to generate feedback, capacity to neutral expression the more effective the tool is in transmitting information. It should be noted that communication tools such as company news letter and notice board do not generate feedback and are asynchronous and are the probable reason why these tools were found to be ineffective relative to those found to be effective.

Based on Schiller and Mandviwalla (2007) who argued that the more cues a communication tool has the more effective the tool is in transmitting information, one wonders why Guinness Ghana Limited will not stick to face to face communication as it has the highest number of cues. The answer to this question rests with Salmon and Joiner (2005) who observed that not all communication tools fit for all circumstances. The author observed that face to face communication with the advantage of several cues is limited to the extent that it requires to gather all participants at a point for effective communication. It should be noted that face to face communication will therefore be an expensive means in some circumstances. It is probably in this light that Guinness Ghana Limited use variety of communication tools each for a specific purpose. This is the way to go based on Shahkat (2011) who noted that different communication tools will work well for different tasks and circumstances.

4.4 Communication Tools and Information Quality

Table 4.15 Information Quality

Tools	Accuracy	Reliability	Relevance	Timeliness	Rank
Emails	6.07 (8 th)	5.83 (8 th)	5.87 (8 th)	6.08 (8 th)	8 th
Notice board	2.67 (2 nd)	2.71 (2 nd)	2.75 (1 st)	1.78 (2 nd)	2 nd
Intranet	5 (4 th)	5.22 (4 th)	5.18 (4 th)	5.04 (4 th)	4 th
Text message	5.37 (5 th)	5.55 (6 th)	5.52 (5 th)	5.52 (5 th)	5 th
Face to face	5.71 (7 th)	5.81 (7 th)	5.61 (7 th)	5.87 (7 th)	7 th
Telephone	5.54 (6 th)	5.41 (5 th)	5.53 (6 th)	5.63 (6 th)	6 th
News letter	3.26 (3 rd)	3.36 (3 rd)	3.74 (3 rd)	3.82 (3 rd)	3 rd
Video conferencing	2.27 (1 st)	2.58 (1 st)	2.91 (2 nd)	2.72 (1 st)	1 st

Source: Field data (2017)

Table 4.15 presents a ranking of internal communication tools based on information quality features. The results of the analysis as presented on Table 4.15 suggests that in terms of the accuracy of information video conferencing has a mean score of 2.27 which is the least in the category and therefore video conferencing as internal communication tool is most effective in preserving the accuracy of information. This is followed by notice board which has a mean score of 2.67 and then to news letter with Email being the least effective in terms of accuracy of information.

In terms of reliability of information video conferencing came first with a mean score of 2.58 followed by notice board with a mean score of 2.71 and then news letter came 3rd with a mean score of 3.36. Intranet came fourth with a mean score of 5.22 and then telephone with a mean score of 5.41 came 5th. 6th on the reliability of information rank was text message with a mean

score of 5.55 and then face to face communication with a mean score of 5.81 came 7th on the rank. Email was 8th on the information reliability rank with a mean score of 5.83.

Analysis on the relevance of information the results indicate that the communication tool which generate most relevant information is notice board with a mean score of 2.75, video conferencing came second with a mean score of 2.91 and then news letter came 3rd with a mean score of 3.74. The fourth communication tool on the information relevance scale was intranet with a mean score of 5.18. Text message came 5th with a mean score of 5.52 whilst telephone came 6th. Face to face communication came 7th with a mean score of 5.61. Emails came 8th on the information relevance scale with a mean score of 5.87.

Ranking the communication tools based on the timeliness of information revealed that video conferencing with a meant score of 2.72 came 1st followed by notice board with a mean score of 2.78. News letter came 3rd with a mean score of 3.82. Intranet came 4th with a mean score of 5.04 with text message coming 5th with a mean score of 5.52. The analysis further revealed that 6th on the information timeliness rank is telephone with a mean score of 5.63 with face to face communication coming 7th with a mean score of 5.87 with Emails coming 8th with a mean score of 6.08.

The overall ranking in the last column of Table 4.15 suggests that video conferencing as a communication has the highest information quality, followed by notice board and then to news letter. Fourth on the rank is intranet and then to text message. Telephone is the 6th on the information quality ranking whilst face to face communication came 7th with Email coming 8th.

4.4.1 Discussions

The study analyzed the information quality of communication tools measured by accuracy of information, reliability, relevance and timeliness of information.

4.4.1.1 Communication tools and Information Quality

Findings of the study put face to face communication ahead of all other communication tool in terms of its reliability and clarity of communication. It should be noted that among all the communication tools, face to face communication remains the one with most cues. The findings of the study therefore gives credence to authors such as Draft and Lengel (1984), Schiller and Mandviwalla (2007) as well as Chidiebere et al (2015) who observed that when a communication tool has many cues is more effective. Email which came second in the rank is expected as it has a feature most tools may not have storage. It is worth mentioning that Maier and Warren (2010) stated that computer mediated communication tool provides flexibility in communication because of its storage ability. It is probably because of this feature that respondents find email reliable and find it to communicate clearly. Baruah (2012) opined that modern day organizational communication is carried out using email with pop up alerts. This will suggest that Guinness Ghana Limited is keeping up with modern trends in organizational communication. The challenge with emails as identified in the extent literature is its inability to give immediate feedback. Fowler and Mankelow (2005) explanation probably explains why email, even with the defect of its inability to provide immediate feedback still ranks high in Guinness Ghana Limited. The author explained that with large organization immediate feedback is not practical and therefore tools that store information such as emails are most practical. From the ranking it is clear that synchronous communication tools are ranked higher relative to asynchronous tools.

The analysis finds more of the asynchronous communication tools such as notice board, newsletter occupying higher ranks in the information quality ranking. Again these are also tools which are least used in the organization as a media of communication. What may explain this anomaly is the convenience of use. Newsletter for example will be expensive means of communication and therefore cannot be printed on a daily basis and therefore cannot be used for routine communication. However, because it is not the chances are that it presents detail information about the organization over a period of time, hence it provides quality information. Video conferencing lies between synchronous and asynchronous communication tools, thus video conferencing can adapt to both system depending how participants want. It can be individualistic, collaborative or cooperative. However, probably because of the cost component, time and financial, video conferencing is among the least used medium of communication in Guinness Ghana Limited.

Biehl et al (2010) posited that face to face communication is rich in information quality. However, findings of the study revealed the contrary as it was found to be among the least information quality communication tools. One is tempted to think that video conferencing which is the closest to face to face communication then video conferencing and face to face communication should be in the same category in terms of information quality. The finding of the study, however, is the contrary, video conferencing is the highest in terms of information quality. It should be recognized that video conferencing has the capability of adding other features such as analytical tables, graphs and other tools which clarify information, a feature which is conspicuously absent in face to face communication. Again the storage ability of computer mediated communication tools as opined by Maier and Warren (2010) may have a role to play in this dynamics.

In terms of accuracy of information asynchronous communication tools such as newsletter and notice board were ranked very high with video conferencing, the only tool with synchronous capabilities in the high rank category. Telephone, face to face communication and intranet which are synchronous communication tools were among the tools with least information accuracy. The findings of the study is at variance with authors such as Alavi (1982) and Steinfield and Fulk (1985) who opined that in the ranking of communication tools based on understanding face to face communication comes first, followed by telephone and then to written addressed documents such as letters, notes and memos. This is contrary to findings of the current study which finds telephone and face to face communication among the least in information accuracy ranking. The thinking is that with synchronous communication tools there is an opportunity to ask for clarification which bring about accuracy. However, findings of the current study find the asynchronous tools to have more accurate information.

On reliability of information ranking, asynchronous communication tools such as newsletter and notice board were ranked higher than synchronous communication tools such as telephone and face to face communication. It is important to note that Email which is asynchronous communication tool was found to be the least reliable. An attempt to unravel the reason why some most asynchronous communication tool were found to be reliable but email also asynchronous was found to be unreliable requires an understanding of the power behind these communication tools. Email is internet driven, in environment where infrastructure is not well developed email will certainly be unreliable, this is what set email as a communication tool apart from other asynchronous communication tools on the information reliability ranking.

Again, apart from email which is ranked the lowest on the information relevance index all other asynchronous communication tools were ranked higher than synchronous communication tools.

From Maier and Warren (2000) who posited that asynchronous communication tools have the capacity to store information, it can be argued that it is a source of improving the relevance of information because the information can be visited at anytime. The flip side of the argument is that urgent information will not be attended to in good time if communicated through an asynchronous communication tool.

An awkward finding was revealed in the current study in relation to the information timeliness ranking index. Generally the expectation is that synchronous communication tools are timely in information delivery, however, findings of the current study have suggested that telephone and face to face communication are ranked among the least on the information timeliness index.

4.5 Effectiveness of Communication Tools in Generating Feedback

The study analyzed the effectiveness of communication tools in generating feedback.

Table 4.16 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
The use of email in communicating in the organisation ensures quick generation of feedback.	140	1.9500	1.22519	.10355
The use of notice board as a communication tool in the organisation generates feedback quickly.	138	3.7029	1.59108	.13544
The use of intranet in the organisation as communication tool enhances the generation of feedback quickly.	137	2.0219	.85291	.07287
Text messages as a means of communication allows employees to respond to messages quickly.	136	1.8824	1.20529	.10335
Face to face communication allows for quick response to messages.	136	1.6912	1.07851	.09248
Telephone communication in the organisation allows employees to respond to messages quickly.	138	1.8333	1.02226	.08702
The use of company news letter as a communication tool allows employees to respond to messages quickly.	140	2.8857	1.56438	.13221
The use of video conferencing in the organisation enhances the generation of feedback.	140	3.6214	1.54299	.13041

Source: Field data (2017)

Table 4.16 present the one sample statistic which presents the mean responses and the standard deviation. The mean response to the assertion that the use of email in communicating ensures quick generation of feedback had a mean response of 1.95 and a standard deviation of 1.22. The standard deviation is large and suggests that the responses were not by consensus. The mean response to the assertion that notice board generated feedback quickly had a mean response of 3.7 and a standard deviation of 1.59. Again the standard deviation is high and may suggest that responses were not by consensus. The analysis also revealed that the mean response to the assertion that intranet generated feedback quickly had a mean response of 2.02 and a standard

deviation of 0.85. The standard deviation is low enough to suggest that the responses to the assertion were by consensus. The mean response to the assertion that text message generates feedback quickly is 1.88 and a standard deviation of 1.2. The standard deviation is high enough to suggest outlier responses. The mean response to the assertion that face to face communication generates quick response is 1.69 and a standard deviation of 1.07. The assertion that telephone communication allows for quick response to messages had a mean response of 1.8 and a standard deviation 1.02. The assertion that the use of newsletter as a communication tool allows employees to respond to messages quickly had a mean response of 2.8 and standard deviation of 1.5 which is large enough to suggest outlier responses. The assertion that video conferencing enhances feedback generation had a mean response of 3.62 and a standard deviation of 1.54 which suggests that the responses were not be consensus.

Table 4.17 One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The use of email in communicating in the organisation ensures quick generation of feedback.	-10.140	139	.000	-1.05000	-1.2547	-.8453
The use of notice board as a communication tool in the organisation generates feedback quickly.	5.190	137	.000	.70290	.4351	.9707
The use of intranet in the organisation as a communication tool enhances the generation of feedback quickly.	-13.423	136	.000	-.97810	-1.1222	-.8340
The use of text messages as a means of communication allows employees to respond to messages quickly.	-10.814	135	.000	-1.11765	-1.3220	-.9132
The use of face-to-face communication allows for quick response to messages.	-14.152	135	.000	-1.30882	-1.4917	-1.1259
The use of telephone communication in the organisation allows employees to respond to messages quickly.	-13.407	137	.000	-1.16667	-1.3387	-.9946
The use of company news letter as a communication tool allows employees to respond to messages quickly.	-.864	139	.389	-.11429	-.3757	.1471
The use of video conferencing in the organisation enhances the generation of feedback.	4.765	139	.000	.62143	.3636	.8793

Source: Field data (2017)

Table 4.17 presents the one sample test with a test value of 3

The results of the data analysis as presented on Table 4.17 suggest that the mean difference to the assertion that the use of email in communicating in the organization ensures quick generation of feedback is -1.05 with a significant t statistic. This indicates that on the average respondent agree that emails generate quick feedback.

The assertion that the use of notice board generated feedback quickly had a mean difference of 0.70 and a significant t statistic. This indicates that respondents generally disagreed with the assertion. The use of intranet in the organization as a communication tool enhance generation of

feedback quickly had a mean difference of -0.97 and a significant t statistic indicating that respondents agreed that intranet enhances the generation of quick feedback.

The assertion that text message as a communication tool generate quick feedback had a mean difference of -1.12 and a significant t statistic. This means that on the average respondents are of view that text message ensures quick feedback.

The assertion that face to face communication allows for quick response to messages had a mean difference of -1.3 and a significant t statistic indicating that respondent on the average agreed that face to face communication generated quick feedback.

The assertion that telephone communication allow employees to respond to messages quickly had a mean difference of -1.17 and a significant t statistic. This indicated that respondents on the average are of the view that telephone communication generated quick response.

The assertion that the use of company newsletter as a communication tool allows employees to respond to message quickly had a mean difference of -0.11 but an insignificant t statistic. This suggests that there is no evidence that company newsletter generates quick response to messages.

The assertion that the use of video conferencing enhances the generation of feedback had a mean difference of 0.62 and a significant t statistic which means that evidence from the study suggests video conferencing does not enhance generation of feedback.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the main findings, conclusions of the study and recommendations. The chapter presents summary of all four study objectives and then draws conclusions and presents conclusions based on the study findings.

5.1 Summary of the Main Findings

This section of the study summaries the main findings of the study based on the study objectives.

5.1.1 Internal Communication Tools of Guinness Ghana Limited

Findings of the study revealed that the main tools used for internal communication in Guinness Ghana Limited are telephones, face to face communication, Emails, Text message and intranet. The study also found that tools such as News letter, notice board and video conference are used marginally. The study also found that in terms of dominance in the use of these tools, the use of telephone for internal communication significantly dominates Emails and text message but telephone does not dominated face to face communication significantly. Face to face communication could not significantly dominated Email as an internal communication tool in Guinness Ghana Limited, however, face to face communication was found to dominate text message and an internal communication tool in Guinness Ghana Limited. Findings of the study also revealed that in terms of dominance Email and text message were at par. The study has

revealed that Emails, telephone and face to face communication are the main tools used for internal communication, thus communication from management with text message lagging closely behind. Company news letter and notice board as well as video conferencing rarely used in Guinness Ghana Limited as internal communication tools. In terms of communication from management to staff, the study found that the use of email significantly dominated intranet and text message but the use of email could not significantly dominated telephone and face to face communication. Face to face communication as an internal communication tool in Guinness Ghana Limited significantly dominated text message and intranet but was at par with telephone. The use of telephone as an internal communication toll carrying message from management to staff dominated intranet but not text message whilst text message dominated intranet. In terms of communication from staff to management face to face, telephone and email were at par, however, telephone was found to dominate text message as a tool that conveys message from staff to management.

5.1.2 Effectiveness of Communication Tool in Transmitting Information

The study analyzed how effective internal communication tools have transmitted information within the organization. Findings of the study has revealed that emails, intranet, text message, face to face communication and telephone are significant in transmitting information within the organization. However, the study found that notice board and company news letter are not effective internal communication tools. Findings of the study revealed that in terms of reliability and clarity of information face to face communication, emails and telephone remains the most important internal communication tool with video conference and news letter being the least important. In between ate text message and intranet.

5.1.3 Communication Tools and Information Quality.

Findings of the study revealed that the different strengths in terms of preserving information quality. The study found that video conferencing is the most important when it comes to preserving the quality of information. However, in terms of relevance of information it was revealed that notice board as a communication tool is the most important. Notice board was also found to be very important in terms of preserving information quality as well as company news letter. Email and face to face communication were found to be among the least important when it comes to preserving information quality. Findings of the study suggests that internal communication tools which are the main communication tools used in Guinness Ghana Limited such as face to face communication, telephone and email were found to be among the least that ensures information quality. Cost was found to be a probable reason why the organization sticks to communication tools which many not fully preserve the quality of information.

5.1.4 Effectiveness of Communication Tools in Generating Feedback

The findings of the study revealed that all the internal communication tools used in Guinness Ghana Limited except notice board and video conference were found to generate feedback quickly. The study revealed further that all the synchronous communication tools were found to generate feedback quickly. The two communication tools, video conference and company news letter which were found not to generate feedback quickly are among the least synchronous communication tools.

DISCUSSIONS

5.1.5. Effectiveness of Communication Tool in Generating Feedback

The results of the data analysis have shown that emails, intranet, text messages, telephone and face to face communication significantly generate feedback quickly whereas the study found no evidence to support the assertion that video conferencing and company newsletter generate feedback quickly.

Consistent with Maier and Warren (2000) who observed that synchronous communication are best in generating feedback, the current study found telephone, face to face and intranet to generate feedback quickly. In addition some other asynchronous communication tool such as email, notice board and text message also generate feedback quickly. What could be aiding such quick feedback generation in asynchronous tools is that the feedback may be communicated through a synchronous media such as telephone, face to face communication or intranet. This would suggest that the organization use different media for receiving and sending messages. Finding of the current study again confirms Maier and Warren (2000) who asserted that in terms of generating feedback telephone and face to face are the best. This is evident by the largest mean difference for telephone and face to face communication.

Baruah (2012) argument that the use of email pop up alert can make email, an asynchronous tool generate feedback quickly is probably an explanation to the reason why the study found email to generate feedback quickly. This weakens the argument by Fowler and Mankelow (2005) who asserted that because of increasing size of organizations which had necessitated the use of asynchronous computer mediated tools quick feedback generation is not practical. If the author had recognized the dynamics of technology, it would be made clear that pop up alerts can make computer mediated asynchronous tool more quicker in generating feedback.

Newsletter which was found to be less important in generating feedback is in sink with expectation as these are normally reports on the organizations activities which in most cases do not require an immediate feedback. In the case of video conferencing dependent on how participatory the conferencing is the tool will either or not generate immediate feedback. From the findings of the study which suggest video conferencing does not generate feedback, the conclusion one can draw is the video conferencing in the organization is not a participatory one but rather a one side information flow.

5.2 Conclusions

The study concluded that internal communication tools used in Guinness Ghana Limited have been effective.

The study can conclude that Guinness Ghana Limited use more of synchronous communication tools relative to asynchronous communication tools. The study therefore concludes that internal communication in Guinness Ghana Limited will be expensive to the extent that management and staff will have to be communicating at the same time when an alternative asynchronous communication tools could store information which can be accessed as and when it is convenient to do so. The study also concludes that in Guinness Ghana Limited there is generally no distinction between tools for communicating information from management to staff and from staff to management.

The study also concluded that generally some communication tools are used to carry information from staff to management and from management to staff, thus the organization does not differentiate between communication tool that transmit message from management to staff and from staff to management. What can also be stated in conclusion is that the different communication tools are not used with the same intensity, some tools are more relevant to internal communication in Guinness Ghana Limited than others.

The finding brings the study to conclude that most of the internal communication tools used in Guinness Ghana Limited do not transmit quality information.

5.3 Recommendations

It is recommended for the consideration of Guinness Ghana Limited to expand the number of communication tools used to include tools like video conference as each communication tool fits for a particular purpose. In this regard Guinness Ghana Limited is encouraged to identify communication tools that fit for a particular purpose and use each of these tools for such a purpose.

The study also recommends to Guinness Ghana Limited to invest more in computer mediated communication tools such as Emails and video conferencing as a way to enhance communication within the organization. To make these computers mediated tools more useful it is recommended to Guinness Ghana Limited to invest more in internet infrastructure and pop up alert to improve feedback generation especially in the case of emails.

As a means of improving the information quality of communication with the organization it is recommended that Guinness Ghana Limited increase the usage of asynchronous communication tools as well. This further gives credence to an earlier recommendation that the organization must use tools based on what it wants to achieve. Asynchronous communication tools such as notice board and email has the capacity to store information for employees to always refer to as and when needed.

5.3.1 Recommendation for Future Studies

The finding of the current study has been able to identify tool the organization use for its internal communication. However, the scope of the study could not extend to reasons why the organization use particular set of communication tools. It is recommended that future studies pay attention to reasons or factors that determine the choice of internal communication tools. Such a study will fill an important gap in the extant literature as studies in such an area is conspicuously absent in the literature.

Findings of the study have shown that some specific communication tools are superior to others based on the various information quality features. The scope of the study could not extend to finding reasons why specific communication tools are more important than others in terms of information quality. This is an area future studies can dwell to help find answers to further enrich the extant literature.

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APPENDIX

Questionnaire

I am a student of Ghana School of Journalism conducting a study on the effectiveness of communication tools using Guinness Ghana Limited as a case study. The study requests your assistance in getting your responses to questions in all five sections of the questionnaire. This is an academic exercise and your responses will be treated with utmost responsibility.

Thank you.

Section A

Respondent's Demography

1. What is your age group?

18 – 25 years []

26 – 43 years []

44 – 51 years []

52 – 59 years []

60 plus []

2. Which of the following categories of employees do you belong?

Senior staff []

Junior staff []

3. Which department of the organization do you work?

Finance department []

Sales department []

Marketing department []

ICT department []

4. What is your highest level of education?

Senior High School []

High National Diploma []

Masters degree []

Phd []

Professional qualification []

Other please specify.....

Section B

Internal Communication tools of Guinness Ghana Limited.

5. Which of the following are normally used for communication in the organization?

Please tick all that is applicable

Emails []

Notice Board []

Intranet []

Text messaging []

Face to face []

Telephone []

Company news letter []

Video conferencing []

Others please specify.....

6. Which of the following communication tools is used in communicating information from Management to staff.

Please tick all that is applicable

- Emails []
- Notice board []
- Intranet []
- Text message []
- Face to face []
- Telephone []
- Company news letter []
- Video conferencing []
- Others, please specify.....

7. Which of the following tools are used in communicating information from staff to Management?

Please tick all that is applicable

- Emails []
- Notice board []
- Intranet []
- Text message []
- Face to face []
- Telephone []
- Company news letter []
- Video conferencing []
- Others, please specify.....

Section C

Effectiveness of Internal Communication tools in Transmitting Information

On a scale of 1 to 6 indicate the strength of agreement or disagreement with each of the following statements where 1 is strongly agree and 6 is strongly disagree.

Statement	1	2	3	4	5	6
8. I prefer emails as a means of communication because it ensures accuracy of information						
9. I prefer the use of notice board to transmit information because it ensures accuracy of information						
10. Intranet transmit information clearly						
11. Text messages transmit organizational information clearly						
12. The use of face to face communication in the organization ensures clarity of information						
13. Telephone communication in the organization ensures clarity of information						
14. Company news letter transmit organizational information clearly						
15. Video conferencing transmit organizational information clearly						

16. Please rank the following channels of communication in the organization base on its reliability and its ability to communicate clearly. Where 1 means best and 8 means worst.

Communication tools	Rank
Emails	
Notice board	
Intranet	
Text message	
Face to face	
Telephone	
Company news letters	
Video conferencing	

Section D

Effectiveness of Communication tools in including details.

17. On a scale of 1 to 8 rank the following communication tools based on accuracy, reliability, relevance and timeliness of information where 8 is the highest and 1 is the lowest.

Communication tools	Accuracy	Reliability	Relevant	Timeliness
Emails				
Notice board				
Intranet				
Text message				
Face to face				
Telephone				
Company news letters				
Video conferencing				

Section E

Effect of Communication tool in generating Feedback

*On a scale of 1 to 6 state your agreement or disagreement with the following statements.
Where 1 is strongly agree and 6 is strongly disagree*

Statement	1	2	3	4	5	6
8. The use of email in communicating in the organization ensures quick generation of feedback						
9. The use of notice board as a communication tool in the organization generates feedback quickly						
10. The use of intranet in the organization as communication tool enhances the generation of feedback quickly.						
11. Text messages as a means of communication allows employees to respond to messages quickly						
12. Face to face communication allows for quick response to messages						
13. Telephone communication in the organization allows employees to respond to messages quickly						
14. The use of company news letter as a communication tool allows employees to respond to messages quickly.						
15. The use of video conferencing in the organization enhances the generation of feedback						