

UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION (UniMAC-IJ)



**EXPLORING EMPLOYEE PERCEPTIONS OF INTERNAL COMMUNICATION
AND ITS INFLUENCE ON ADVOCACY INTENTIONS: A STUDY OF THE GHANA
METEOROLOGICAL AGENCY**

BY

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MANAGEMENT**

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STUDENT'S DECLARATION

I, Cecilia Aboagye, hereby declare that the work presented is the result of my own efforts, original research and findings and that no part of it has been presented for another degree or diploma in this university or elsewhere. All references to other people's work have been acknowledged. Therefore, I will be held responsible for any errors detected in this project work.

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SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this long essay was supervised in accordance with the guidelines for the supervision of dissertations laid down by UniMAC-II.

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DEDICATION

I dedicate this work to my family, whose steady love, support, and encouragement have carried me throughout my academic journey. Thank you for giving me the confidence to learn, to question, and to explore the world with a curious and hopeful spirit.

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I am grateful to God for the strength, grace, and encouragement that carried me through the challenges of completing this thesis. I also appreciate my family for their unfailing support and steady presence throughout my academic journey.

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ABSTRACT

This study explores how employees of the Ghana Meteorological Agency (GMet) perceive internal communication practices and how these perceptions influence their willingness to advocate for the organisation. Despite growing recognition of internal communication as a driver of employee engagement and advocacy, research in African public sector contexts remains limited. Using a qualitative interpretive approach grounded in Excellence Theory, the study employed semi-structured interviews with ten employees at GMet headquarters to examine their lived experiences of organisational communication. Thematic analysis revealed that employees identified significant challenges in the timeliness, clarity, and accessibility of internal messages, often hampered by excessive technical jargon and mismatched communication channels. While recent improvements such as quarterly staff durbars, newsletters, and WhatsApp groups were acknowledged, implementation remained uneven across departments. The findings indicate that employee advocacy is both identity-driven and conditional: many staff expressed professional commitment to speak positively about the agency regardless of communication shortcomings, yet others emphasised that their confidence to advocate depended on receiving complete, accurate, and timely information. Trust, transparency, participative feedback mechanisms, and approachable leadership emerged as critical enablers of advocacy, while fear of reprisal and lack of safe feedback channels inhibited open engagement. The study concludes that effective internal communication in public institutions requires not only functional improvements in message delivery but also relational and structural interventions that foster trust, inclusion, and psychological safety. Recommendations include enhancing message clarity, aligning channels with content, strengthening feedback systems, and promoting transparent leadership practices to support sustained employee advocacy.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the modern organisational context, internal communication has become one of the key drivers of employee engagement, trust, and organisational performance. As organisations gain recognition for employees not only as passive receivers of information but as active participants in the communication network, internal communication plays an important role in shaping attitudes and behaviour towards institution-building (Elkington, 2025). Among the many ways employees contribute to their organisations, one that is gaining particular attention is employee advocacy (Lee & Kim, 2021). This refers to situations where employees willingly speak positively about their organisation, support its values, and promote it to others. Such behaviour is powerful because it can influence how the public views the organisation, attract potential employees, and help protect its reputation (Ercantan & Eyupoglu, 2022).

Within public institutions, where stakeholder trust and credibility underpin service delivery, the role of employee advocacy comes foremost to mind (Twesigye et al., 2025). Employee advocacy is not, though, an instinctive or spontaneous response; it is fostered through an internal communications framework and relational transactions that foster identification, trust, and respect (Dong & Ramli, 2024). This dynamic is driven by internal communication, which includes both formal and informal flows of information, interactions, channels, and messages shared within the organisation (Buhaieva et al., 2025). Internal communication affects employees' perception of organisational values, sense of leadership credibility, and sense of belonging, and all serve a central function in building advocacy intentions.

Ghana Meteorological Agency (GMet) is a national development centre public service agency at the core of climate and weather information (Sarku, 2021). Nevertheless, as far as the agency is strategic, it still awaits public criticism regarding responsiveness, accuracy, and visibility. The problems highlight the agency's internal dynamics, particularly the communication climate that affects workers' commitment, participation, and voice (Prouska et al., 2023). How workers view internal communication can largely decide if they become advocates or disengaged onlookers.

It is important to understand how employees of the Ghana Meteorological Agency perceive internal communication processes and how these influence their willingness to advocate for the organisation. This study seeks to offer meaningful insights into employees' communicative experiences, the realities they navigate within the institution, and the factors that shape their motivation to act as organisational advocates.

1.2 Statement of the Problem

The contribution of internal communication towards influencing the behaviour and attitude of employees has been widely researched, especially within the private sector and business sphere (Mansour et al., 2024). Researchers like Thelen and Men (2023) and Khalid et al. (2024) have established that successful internal communication enhances the participation of workers, faith in the organisation, and organisational identification, all of which were found to be antecedents of advocacy behaviour. Similarly, Kim and Meganck (2025) note that if internal communication is dialogic, open, and relational, then it facilitates employees' voluntary willingness to speak up.

However, a lot of this research originates from Western or corporate cultures where styles of leadership, organisational cultures, and communication assets are extremely dissimilar from

those of sub-Saharan African public sector organisations (Oko-Joseph, 2024). In most of them, internal communication is achieved through formal means such as intranets, newsletters, or top-down message policies. The instrumentalism undermines the position of employees to interpret and make sense of communication in their everyday organisational life (Łobos & Majkut, 2024). Emphasis is given to message conveyance rather than relational meaning-making.

There is relatively underdeveloped research in the Ghanaian context on internal communication generally, and particularly on its contribution to advocacy by employees (Ababio et al., 2024; Ameyaw-Buronyah, 2021). Researchers like Neill and Bowen (2021) have looked at the effectiveness of communication in public organisations, but pay attention to information flow and feedback loops, not employee attitude or behavioural outcomes such as advocacy. In the same vein, Ribeiro et al. (2021) cite the role of communication toward employee performance but fail to investigate how communication experience influences affective commitment or voluntary commitment to the organisation.

Significantly, hardly any empirical research has explored internal communication within the Ghana Meteorological Agency (GMet), given its strategic positioning in public service provision (Sarku, 2021; Boateng, 2021). Public agitations around the agency's visibility and responsiveness imply possible interstices between organisational internal communication practices and staff morale or sense of possession. Despite this, the communicative climate in GMet, employee perception of it, meaning-making about it, and reactions towards it are hardly well-documented (Beckett, 2024).

This study tries to fill this gap by giving qualitative answers about employees' perceptions of internal communication within the Ghana Meteorological Agency and their impact on their advocacy intentions. Unlike quantitative research that uses quantitative measurements or top-

down assessments, this study will delve into employees' daily lives, meanings, and interpretations. It does so in answering calls for increased context-sensitive, meaning-oriented research into public sector internal communication (Ozuem et al., 2025), especially in African contexts where organisational communication studies are continuing to grow.

Lacking this understanding, efforts to promote employee advocacy risk going unrealised against internal reality and eventually weakening the organisation's capability to construct from the centre a credible and trusted public presence. This research is accordingly timely and necessary in its contribution to more participatory, relational, and contextually nuanced knowledge of internal communication and advocacy within the Ghanaian public sector.

1.3 Research Objectives

This study is guided by the following objectives:

1. To explore employee perceptions of internal communication practices within the Ghana Meteorological Agency.
2. To understand how these perceptions influence employee intentions to advocate for the organisation.
3. To identify communicative conditions that facilitate or hinder employee advocacy in the public sector context.

1.4 Research Questions

The study addresses the following research questions:

1. How do employees of the Ghana Meteorological Agency perceive internal communication practices within the organisation?
2. In what ways do these perceptions influence their willingness to act as advocates for the agency?
3. What internal communication conditions are perceived to support or inhibit employee advocacy intentions?

1.5 Significance of the Study

This study contributes to the growing body of knowledge on internal communication and employee advocacy, particularly within public sector institutions in sub-Saharan Africa. Scholarship in this area has largely emerged from corporate or Western contexts, leaving a limited understanding of how internal communication is perceived and enacted within public organisations across the global South (Sutton et al., 2022). The Ghana Meteorological Agency, as a critical national institution, offers a unique context to explore how communication dynamics influence employee behaviour in public service delivery.

Attention to employee perceptions adds an important dimension that is often missing in institutional communication audits and strategic planning (Arif et al., 2023). Employees are not passive recipients of information; they are meaning makers who continuously interpret and respond to organisational messages and cues (Larsson & Arvidsson, 2025). A focus on their lived experiences allows this study to uncover the informal, relational, and affective dimensions of internal communication that often go unmeasured. These insights will support communication practitioners, managers, and policymakers within the Ghanaian public sector

in designing internal communication systems that are more responsive, inclusive, and empowering.

Empirical findings from this research have the potential to inform reforms in internal communication policy and practice (Leijerholt et al., 2022). Current interventions in public institutions tend to emphasise hierarchical information flow, compliance structures, or external communication strategies. These approaches often fail to recognise the centrality of internal communicative relationships in building institutional trust and commitment. A better understanding of employee perceptions will support a shift from mechanistic communication systems to more participatory and dialogic frameworks.

On a theoretical level, the study engages with debates that challenge instrumental models of internal communication. Relational and meaning-centred perspectives, as advanced in the works of Mazzei (2014), Welch (2012), and Johansson et al. (2019), argue that organisational communication must be understood in terms of how it is experienced, interpreted, and enacted. This study reinforces those arguments by demonstrating how employees construct meaning within public sector contexts and how such meanings influence their identification with the organisation and willingness to act on its behalf.

Future research stands to benefit from this study's contribution to the underexplored intersection of internal communication, advocacy intentions, and public sector culture in Africa. The findings provide a basis for further inquiry into how communication shapes trust, emotional engagement, and employee identity in complex bureaucratic settings. In contributing to both practical improvements and theoretical refinement, the study strengthens the foundation for a more contextually grounded and human-centred understanding of communication within public institutions.

1.6 Scope and Delimitation of the Study

This research is targeting the Ghana Meteorological Agency employees specifically and is examining their attitudes towards internal communication and how these impact their intentions to be the organisation's champion. Employee interpretive experience and not managerial impressions or organisational texts are the focus of this research. This research uses a qualitative research approach that is concerned with depth, context, and meaning more than quantitative generalisation. Thus, the results are not statistically generalizable to all public sector agencies or even to all GMet departments, but they do yield rich, contextually rich understandings of the communicative dynamics of the workplace. It is essential to elicit these fleshed-out insights to appreciate how communication builds behaviour and institutional loyalty.

No attempts are made to measure advocacy behaviours or evaluate the technical performance of channels or tools. Rather, the research considers what workers know about internal communication in their day-to-day work situations. This focus on subjective meaning rather than objective performance measures indicates the interpretivist bent of the research. Frequency, velocity, or technology uptake of communication is not just measurable but conceived within the paradigm of overall organisational culture and communicative atmosphere. The study scope is thus kept purely at employees' observation and implications for advocacy purposes, rather than venturing into wider institutional research on media planning or output measures of performance.

1.7 Organisation of the Study

This dissertation is structured into five chapters. Chapter One provides an overview of the study, including the background, research problem, objectives, research questions, scope and

delimitation and significance of the study. Chapter Two presents a critical review of relevant literature on internal communication, employee advocacy, and the organisational dynamics of public sector institutions. Chapter Three details the research methodology, explaining the qualitative design, participant selection, data collection procedures, and ethical considerations. Chapter Four presents and analyses the research findings, organised around key themes that emerged from participant narratives. Chapter Five offers a discussion of the findings concerning existing literature, followed by conclusions and recommendations for policy, practice, and future research.

1.8 Chapter Summary

Chapter One situates the research on employees' attitudes towards internal communication and advocacy intention influence within the Ghana Meteorological Agency. It situated the study's context, which emphasised the strategic importance of internal communication for influencing employee attitudes and behaviours, yet more so, in public sector organisations. The problem statement had noted a gap in available literature, that is, the absence of qualitative studies of employees' experiences within African public organisations. The chapter developed the research questions and objectives, established the study's significance both practically and theoretically, and set its scope and delimitation, marking the location of subjective employees' meaning-making over technical judgment or quantification. The chapter ended with a description of the structure of the dissertation, offering a precise research guideline.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a literature review of internal communication and employee advocacy to provide a conceptual, theoretical, and empirical foundation for the study. The review is organised into three general sections. The first focuses on pertinent concepts underpinning the study, the second on the theory, and the third addresses empirical studies related to the research topic. The review establishes dominant scholarly stances, uncovers existing gaps in the literature, and outlines how the study applies to academics and practitioners, particularly in public sector institutions in sub-Saharan Africa.

2.2 Conceptual Review

This section discusses the principal concepts to be utilised in the research: organisational identification, employee advocacy, and internal communication. The purpose is to identify how these concepts are perceived in literature and how they interact with each other in organisational dynamics.

2.2.1 Internal Communication

Internal communication is the organised and unorganised way in which meaning, information, and ideas are transferred within an organisation (Yap, 2021). It encompasses both formal communication methods and informal, day-to-day exchange among employees and between employees and managers. Employees' perception of organisational goals, interpretation of role, and attitude formation towards leadership and institutional values are influenced by internal

communication practices (Lee et al., 2022). Myatt (2022) analogises internal communication to include the official channels of information dissemination, like meetings, memos, and bulletins and also informal talk and interpersonal contact that characterise organisational life.

In the traditional communication models, internal communication was theorised essentially as a one-way process of relaying instructions or strategic information from the higher levels of management to lower ranks of employees (Ngugi, 2023). This view tended to emphasise control, speed, and clarity and perceived employees as message recipients and not meaning makers. In this definition, communication must take a managerial role and be more interested in efficiency and order than conversation or interaction. These models predominate particularly in bureaucratic or hierarchical environments where compliance and authority are principal considerations (Monteiro & Adler, 2022).

It is within the process of time that theorists have objected to such assumptions through delivering relational and dialogic internal communications approaches. Such approaches posit that communication in organisations must be interactive, participative, and inclusive to facilitate trust building and commitment development (Men, 2014; Ruck and Welch, 2012). Two-way communication gives employees room to offer feedback, pose questions, and raise issues, and thus leaves room for co-creation of meaning (Madsen, 2025). The shift towards dialogue acknowledges that communication is not just the conveyance of facts, but also about establishing relationships and reinforcing shared values in the organisation.

This existing body of work also indicates that better internal communication leads to a variety of positive organisational consequences, such as enhanced employee engagement, organisational identification, and institutional commitment. When they feel heard, informed, and engaged, employees are likely to develop a sense of ownership and belongingness. Internal communication thus becomes not just an operational necessity but a relational and strategic

activity that further entrenches the social and emotional roots of the workplace. Such new realities carry significant implications for public organisations such as the Ghana Meteorological Agency, where communication habits can influence both service delivery and employee willingness to speak up for the organisation.

2.2.2 Employee Advocacy

Employee advocacy is understood as spontaneous behaviours by which employees recommend, promote, or vindicate their organisation to both internal and external stakeholders (Aidoo, 2024). This can involve speaking positively about the organisation, recommending its services, promoting its achievements, or defending it in the face of criticism. All these practices are traditionally discretionary and have no connection with official job profiles or performance rewards (Balkin & Werner, 2023). Instead, they are driven by an internalised duty and emotional attachment on the part of an employee towards the organisation. Employee advocacy in this scenario is a mature form of organisational citizenship in addition to the usual job obligations (Bogler & Somech, 2023).

Employee advocacy has also been receiving growing attention from the practitioner and academic literatures because of its strategic and reputational benefits (Yang et al., 2022). Advocating employees are credible champions, particularly where public trust is critical. As Ninova-Solovykh (2023) believed, when employees act voluntarily as advocates of their organisation, they render the organisation more visible, legitimate, and relationally endowed. These results are especially applicable in situations where organisational performance is going to be subject to public scrutiny or political pressure, as in most public sector organisations. Advocacy in such situations can be a strong sign of internal consistency and employee morale.

Research has perpetually associated employee advocacy with other organisational desirable outcomes like leadership trust, job satisfaction, and organisational identification (Men & Stacks, 2014; Kim & Rhee, 2011). Such associations mean that advocacy does not take place in isolation but reflects workers' perceptions of the situation they find themselves in, their leaders, and belongingness within the organisation. Researchers further emphasise the internal communication role to induce advocacy behaviours (Thelen & Men, 2023). Open, transparent, and participative communications systems instil a sense of being informed, valued, and involved among employees, encouraging them to talk positively about their organisation within and outside the workplace.

While increased interest in this notion has meant that most research studies that explore employee advocacy have concentrated on the private sector, and more particularly on corporate settings where branding and customer relationships are of paramount concern, there has been very limited empirical work undertaken on advocacy within public sector agencies, and even less so in Africa (Ahmad et al., 2022). This is a particular research shortcoming, considering the strategic relevance of employee voice and legitimacy to public service organisations. In institutions like the Ghana Meteorological Agency, where public responsiveness and organisational reputation are inextricably linked to public opinion, employee advocacy might just be the answer to endorsing public trust. The factors that influence employee advocacy, especially employees' attitudes and internal communication, have been the focus of extensive research.

2.2.3 Organisational Identification

Organisational identification is the psychological attachment an employee has towards his/her organisation, where the employee identifies himself/herself as being a representation of the organisation's values, goals, and collective identity. Organisational identification is one's

feeling of oneness or belongingness that characterises how employees identify with their workplace (Ashforth and Mael, 1989). This identification is more than identification by affiliation; it represents more internalisation of organisational purpose and a feeling of congruence of individual and organisational values. Identification with one's organisation is most probably linked with commitment, loyalty, and discretionary actions that lead to institutional success.

A few studies have established organisational identification as key to positive employee attitudes and behaviours (Abdullah & Al-Abrow, 2023). It is most often associated with improved motivation, improved job satisfaction, and the enthusiasm to excel over formal job expectations (Sufriadi, 2024). Strong identification fosters employee collaboration, supports ethical practices, and provides long-term employee retention. Organisational identification is most crucial for public agencies that are reliant on collective dedication and regular delivery of services. If employees feel that their fate is attached to the success of the organisation, they will be in a better position to guard its interests and build constructively on its objectives.

Literature indicates that organisational identification is evoked largely through communication. Communicative cues used by workers for gauging whether they are included, informed, and valued create shared meanings and feelings of belongingness (Weisman et al., 2023). Internal communication, as authentic and participatory, conveys respect and trust, which both evoke identification. Ruck and Welch (2012) reply that dialogic communication not only informs but also creates a collective organisational narrative into which employees are emotionally and cognitively engaged.

While applicable, organisational identification has not been extensively researched in sub-Saharan African public institutions (Stathopoulou et al., 2022). There is an inclination for the literature in such cases to be generated from Western or corporate contexts where the

institutional framework and culture are significantly different. In organisations like the Ghana Meteorological Agency, where resource presence, hierarchical culture, and political agendas might influence internal dynamics, little is known about how identification occurs and the role of communication in the process (Ofoegbu & New, 2021). Exploring this aspect in GMet offers a useful opportunity to add to existing knowledge and provide context-specific contributions to the broader debate regarding employee engagement and advocacy.

2.3 Theoretical Framework

2.3.1 Excellence Theory of Public Relations

The Excellence Theory of Public Relations was developed by James E. Grunig and his colleagues in the early 1980s and further refined in the 1990s and early 2000s. The theory resulted from a multi-phase study sponsored by the International Association of Business Communicators (IABC) to uncover what makes effective and value-for-money public relations practice within organisations (Grunig & Hunt, 1984; Grunig et al., 2002). The theory broke away radically from old-fashioned one-dimensional approaches to public relations, positioning the function at the core of strategic management and not a technical or secondary activity.

Fundamentally, the Excellence Theory suggests that organisations work optimally when they follow two-way symmetrical communication - a model that is built to work towards mutual understanding, exchange, and respect between an organisation and its publics. This model is distinct from the press agentry and public information models, which see communication as one-way persuasion or dissemination. The two-way symmetrical model supports inter-influence between organisation and stakeholders, negotiation, and readjustment of the behaviour of both parties (Grunig & Grunig, 1992). In internal communication, it means that

employees are not only recipients of company communications but are also active players in organising organisational discourse and decision-making.

Another important assumption in the theory is that communication excellence happens when the public relations function becomes integrated into strategic management processes. That is, public relations people shouldn't be order takers, as preferred by top management alone, but should have input in organisational planning, stakeholder concerns, and ethical matters. The theory also stresses the need for ethical communication such that mutually satisfying relationships are built on the foundations of honesty, openness, and respect (Grunig et al., 2002). When internal publics, such as employees, perceive communications as respectful and fair, they feel valued, become identity-defining with the organisation, and exhibit advocacy behaviours.

Though Excellence Theory has influenced practice, it has been criticised on various grounds. First, the theory provides a conceptualised notion of communication that cannot be achieved in practical organisational life, especially in formal or less resource-based institutions (Holtzhausen, 2000). In most public institutions and even more so within the global South, the prerequisites for symmetrical communication - focusing on the involved decision making and distributed leadership - may be absent. Secondly, the theory has been accused of being Western-oriented, and its empirical foundation is predominantly drawn from North American and European contexts. As such, its application to other than Western cultural contexts, like those in Africa for public sector organisations, has been questioned (Chen, 2012). Thirdly, other researchers argue that the theory underplays power dynamics as well as resistance, assuming everyone wants mutual understanding, when organisational communication tends to be characterised by conflict and domination.

In spite of the above criticism, the Excellence Theory remains a valid theoretical framework from which to learn how internal communication can generate trust, identification, and advocacy among the workers. Its focus on ethical and dialogic interaction offers a normative standard against which the public institution's communicative climate in the Ghana Meteorological Agency can be measured. In addition, placing the theory in a Ghanaian context leaves space for critical questioning of its assumptions, toward a more nuanced and integrated understanding of public relations practice.

2.3.2 Significance of the Theory to the Study

The Excellence Theory is particularly applicable to the study because it offers a solid conceptual basis for exploring internal communication in public sector organisations. Its use of two-way symmetrical communication aligns with the study's emphasis on employee voice, engagement, and building relationships. By placing workers as internal publics instead of as passive receivers of information, the theory supports the purpose of this study to investigate the experience and meaning of communication by workers in the Ghana Meteorological Agency. This allows a reorientation from a mechanistic understanding of communication to one that is dialogic, relational, and participatory.

The emphasis of the theory on the strategic purpose of communication to organisational performance also makes it more applicable to public institutions like GMet. As the agency aims to build greater visibility, credibility, and trust with the public, the intranet communicative space is an important site for the crafting of employee support and advocacy. The Excellence Theory summons organisations to place communication professionals at the forefront of strategic decision-making and thus promote a quality organisation goal–internal communication practice fit. This resonates with the current study's focus on learning how internal communication can lead to employees embracing their organisation.

Another area of application is the normative focus of the theory on open, ethical, and mutually productive communication. Where communication will tend to be politicised or hierarchical, as in the public sector, this ethical perspective provides a useful constraint on existing practice. Employees who think that their internal communication is honest and respectful will be inclined to trust their organisation and to behave in advocacy, loyalty, and extra-role behaviour styles. The theory, hence, presents a helpful interpretive device to gauge the extent to which communication habits shape employee attitudes and motivation.

Finally, the implementation of the Excellence Theory in Ghana's public sector supports carrying the work of localising and contextualising public relations theory forward. Empirical support for Excellence Theory has largely been built in Western corporate settings. Through its extension to study internal communication dynamics in GMet, 'subversion' and pushing the limits of the theory are done by the research, providing an understanding of how the theory works within a bureaucratic, resource-constrained, and culturally heterogeneous setting. The research, thus, while taking from the theory for depth of analysis, adds to its critical assessment and use in marginal contexts as well.

2.4 Empirical Review

This section examines relevant studies and empirical findings, organised around four thematic areas that relate directly to the research questions.

2.4.1 Employee Advocacy and Organisational Citizenship

Employee advocacy refers to the informal promotion or defence of an organisation by its employees, both within and outside the workplace. Such actions include championing the organisation's mission, speaking positively about it to others, and defending it against criticism (Bushe & Lewis, 2023). This concept aligns with Excellence Theory, which emphasises the

role of strategic, two-way symmetrical communication in fostering mutual understanding and supportive relationships between organisations and their publics (Grunig, 1992; Grunig, Grunig & Dozier, 2002). From this perspective, effective internal communication is central to building employee trust, commitment, and identification with organisational goals, thereby enhancing their willingness to act as advocates. Advocacy is thus not merely seen as individual goodwill but as a communicative outcome enabled by transparent, participatory, and relational practices within the organisation (Kim & Rhee, 2011).

Empirical research iteratively shows that employees who are perceived to be trusted, spoken with, and emotionally committed to their organisations are more likely to be organisational advocates (Park et al., 2025). For instance, Alsharairi (2024) established that open and two-way communicative environments strongly enhance employee megaphoning, i.e., complimentary talking about the organisation voluntarily to external publics. Likewise, Cavdar-Aksoy et al. (2023) showed that through open and interactive communication, there is a higher tendency for employees to form trust and identification, both of which show high correlations with advocacy intentions. The study indicates that advocacy is not something generated by directive command but is the result of internal states influenced by the quality of the communicative environment.

Regarding motivational drivers, the relationship between advocacy and organisational citizenship is also exposed. Essentially, employees look for their values to be aligned with those of the firm, a sense of membership, and have an epistemic belief that their voice matters (Solola, 2021). Accordingly, Liao (2024) averred that advocacy is relational and interpretive rather than behavioural. It is also closely linked with social exchange and identity theories, in which workers repay good treatment with discretionary effort and moral support. In public organisations, where bureaucratic constraints and limited incentives dominate, these relational

dynamics are even more central in maintaining voluntary commitment and reputational defence.

Despite increased interest in employee advocacy, most of the available literature has focused on the private sector context, particularly in branding and marketing research (Rao et al., 2025; De Kerpel et al., 2025). Public sector agencies, particularly in sub-Saharan Africa, are under-researched (Mandisodza, 2022). Although current research provides insightful information about employee advocacy antecedents, it is quantitative and does not capture the subjective and experiential nature of employee commitment. This constraint brings us to explore qualitatively how employees make sense of internal communication and how that sense-making translates into receptiveness towards defending and upholding the organisation.

2.4.2 The Role of Perception and Meaning Making

Employee perception plays a pivotal role in shaping behavioural outcomes such as trust, identification, commitment, and advocacy. Perception is not a passive process of receiving information but an active process where individuals interpret organisational messages based on expectations, prior experiences, and social context. According to Verčič (2021), even well-structured communication channels can fall short if they are not perceived as meaningful or trustworthy by employees. Similarly, Deepa (2021) notes that employees' attitudes and reactions to internal communication are significantly shaped by how they interpret the intent and credibility behind messages, which affects their motivation to engage or disengage.

Meaning-making refers to the process by which individuals interpret information and create coherence in their social and organisational worlds. Employees do not simply accept internal messages as factual; instead, they interpret these messages through personal and collective frames of reference. Men (2019) highlights that internal communication only becomes

effective when it connects with employees' experiences and value systems. In a similar vein, Pérez-Pérez (2022) argues that employees build identity and organisational loyalty based on how messages align with their understanding of purpose and belonging within the organisation.

The quality of communication relationships strongly influences the meaning employees attach to internal communication. Dialogic, participatory, and emotionally intelligent communication fosters trust and a sense of inclusion. Ruck (2022) emphasises that when communication is perceived as open and honest, employees are more likely to engage with the organisation and act in its interest. Furthermore, Welch (2020) explains that meaning-making is most powerful in environments where employees feel psychologically safe to provide feedback and where their voices are genuinely valued.

There is increasing evidence that perception mediates the relationship between internal communication and employee advocacy. Men (2019) found that the perceived quality of communication, particularly in terms of openness and responsiveness, had a strong influence on employees' trust in leadership, which in turn predicted advocacy behaviour. Likewise, Verčič (2021) observed that even when communication efforts are technically sound, their effectiveness ultimately hinges on whether employees perceive them as authentic, ethical, and aligned with organisational action.

Despite progress in this area, research focusing on perception and meaning-making within African public institutions remains limited. Much of the scholarship continues to rely on quantitative designs, which often prioritise generalisability over depth of understanding. Mazzei (2014) critiques this trend, arguing that ignoring the interpretive nature of communication risks simplifying the complex dynamics shaping employee behaviour. In response, this study adopts a qualitative orientation to explore how employees at the Ghana Meteorological Agency interpret internal communication and how these perceptions influence

their willingness to advocate for the organisation, as also recommended by Verčič (2023) for context-sensitive public relations research.

2.4.3 Internal Communication in Public Sector Contexts

In public sector organisations, employee perceptions significantly influence outcomes such as trust, engagement, commitment, and advocacy. Perception is now understood as an active interpretive process rather than a passive reception of organisational messages. As Welch and Jackson (2022) argue, employees engage with internal communication based on how they perceive its authenticity and relevance to their roles. Similarly, Kang and Sung (2021) emphasise that communication effectiveness is not only about the information conveyed but also about how it is interpreted concerning employees' values, identities, and expectations. Even functionally efficient communication systems may fail if perceived as insincere or disconnected from employees' lived experiences.

Meaning-making is central to how employees construct understanding from organisational messages. Employees interpret internal messages through personal and collective lenses that help them create stories, a sense of purpose, and membership identity. Men and Bowen (2022) explain that meaning arises not from transmission alone, but from how well communication resonates with individuals' daily work realities. In parallel, Yeomans (2023) argues that organisational narratives are actively co-created by employees, who negotiate their identities through ongoing interpretation of internal messages. This implies that internal communication must be examined in terms of experiential relevance, rather than mere accuracy or delivery metrics.

The relational nature of communication is especially crucial in the public sector, where hierarchy and bureaucracy often challenge participatory engagement. Dialogic and inclusive

communication fosters mutual understanding and strengthens employees' sense of belonging. As Ruck (2023) notes, employees are more likely to support an organisation when they feel heard, respected, and involved in communication processes. Likewise, Ruck and Welch (2022) find that emotionally intelligent communication practices, which invite feedback and address employee concerns, promote psychological safety and identification with the organisation. These conditions enhance the creation of shared meanings that support trust and advocacy.

Recent empirical work has increasingly focused on how employee perceptions mediate the relationship between internal communication and behavioural outcomes such as advocacy. Men and Yue (2021) found that when employees perceive communication to be open and responsive, they are more likely to develop trust, which then predicts their willingness to advocate. Similarly, Li et al. (2020) highlight that the credibility and consistency of internal messaging directly affect employees' judgments about organisational integrity and alignment between words and actions. When communication is seen as inconsistent or manipulative, employees may experience dissonance, weakening their identification and undermining advocacy efforts.

Despite growing attention to perception and meaning-making in internal communication, research in African public institutions remains sparse. Much of the existing work continues to rely on quantitative frameworks that overlook the richness of subjective experience. As Verčič (2023) points out, capturing the interpretive dimension of communication is essential to understanding how public sector employees engage with organisational life. In support of this, Mazzei (2014) argues that internal communication research must prioritise employee voice and narrative if it seeks to account for complex behavioural outcomes. This study contributes to the gap by exploring how staff at the Ghana Meteorological Agency interpret their internal communication environment and how this interpretation shapes their potential for advocacy.

2.4.4 Identified Gaps in the Literature

Although there is a growing body of scholarship on internal communication and employee advocacy, much of this literature is heavily concentrated in the private sector and Western contexts (Thelen, 2021; Nutsugah & Anani-Bossman, 2023). Studies in corporate environments have advanced our understanding of how communication fosters trust, engagement, and advocacy (Pattanaik, 2024; Karanges et al., 2015). However, public institutions, especially those in sub-Saharan Africa, remain significantly underrepresented in this discourse (Sobane et al., 2023). The organisational, cultural, and institutional dynamics of public sector settings differ markedly from those of the private sector, suggesting that models derived from the latter may not be directly applicable or sufficient for understanding communication dynamics in the former (Kim & Lee, 2021; Tourish, 2020). This geographical and sectoral imbalance in existing research constitutes a critical gap.

In addition to contextual limitations, there is a methodological gap in how employee communication is studied. Much of the existing literature relies on quantitative methods that measure constructs such as satisfaction, trust, or engagement using standardised instruments. While such approaches are valuable, they often overlook the interpretive, relational, and experiential dimensions of communication, particularly the ways employees make sense of messages and interactions within their specific institutional environments (Cardon, 2020; Heide & Simonsson, 2019). As a result, the nuanced and sometimes contradictory meanings that employees assign to internal communication are left unexplored. This limits our understanding of how communication influences advocacy not merely as a behavioural outcome, but as a subjective, context-bound process.

Finally, there is a notable absence of empirical studies that explore internal communication within the Ghana Meteorological Agency. While broader studies in the Ghanaian public sector have highlighted inefficiencies in communication systems (Abdulai & Quantson, 2022; Frimpong & Osei-Tutu, 2020), they seldom consider how these systems are experienced by employees on the ground. More importantly, existing research does not sufficiently investigate how internal communication shapes employees' willingness to act as organisational advocates. This study addresses that gap by focusing on employee perceptions and meaning-making concerning communication practices within GMet. It seeks to offer deeper, context-sensitive insights into how internal communication can either enable or constrain advocacy intentions among public sector employees in Ghana.

2.5 Chapter Summary

This chapter has outlined the conceptual underpinnings, theoretical framework, and empirical research applicable to employee advocacy, organisational identification, and internal communication. Employee advocacy, organisational identification, and internal communication were some of the concepts explored and placed within a more general scholarly debate. Sensemaking theory was set out as the overarching theoretical underpinning that provides a thematic anchor through which the employee's interpretation and behavioural response can be understood. Empirical examination pointed out major knowledge gaps in the literature, specifically in public sector contexts in sub-Saharan Africa and employee attitudes on advocacy. The gaps highlight the significance of this current study, which aims to investigate these matters thoroughly in the Ghana Meteorological Agency. The research methodology employed in exploring the research questions is outlined in the following chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides the methodological options that informed the research into staff attitudes toward internal communication and advocacy intentions in the Ghana Meteorological Agency. The research attempts to explore the lived experiences and subjective meanings implicated in everyday communication practices in a public sector organisation. The chapter begins by explaining the research approach and design, followed by the research location, sampling procedure, data collection methods, and analysis steps. It also addresses the reliability and ethics of the study. Each methodology decision was guided by enhancing the overall objective of the study to obtain a rich, context-specific understanding based on participants' perceptions.

3.1 Research Approach

This research used a qualitative method, rooted in the interpretive research paradigm. Qualitative inquiry seeks to learn how individuals make sense in their lives and the meaning they bring to social life. Qualitative inquiry is well-positioned for research exploring rich, context-specific realities that cannot be explained by quantitative indicators or bounded variables. As Tracy (2020) explains, qualitative research prioritises lived experience, interpretive depth, and participant voice, offering tools for understanding meaning-making processes within situated contexts. In the current research, the qualitative research technique was utilised for learning the employees' perception of internal communication within the Ghana Meteorological Agency and how they use those perceptions to decide whether to recommend the organisation.

The choice to implement qualitative research was informed by the exploratory nature of research questions. The research is neither meant to test hypotheses nor statistically generalise, but to understand how employees make and experience internal communication in a specific public sector organisation. The problem of meaning-making processes and individual interpretation necessitated the application of a methodological approach that enables participants to speak for themselves and construct their realities. It was here that the qualitative research allowed the researcher to capture rich understandings of the affective, relational, and symbolic aspects of internal communication qualities frequently underemphasised in positivist or quantitative organisational communication scholarship (Braun & Clarke, 2021).

It is also consistent with the study's ontological and epistemological assumptions. Ontologically, the research assumed that reality is socially constructed and that people perceive the world in ways that are different and sometimes diverging. Epistemologically, it assumes that knowledge is co-created by both the researcher and the participants through dialogue that highlights context and subjectivity (Yin, 2023). These philosophical foundations allowed for worker voices to be prioritised and for examination of how workers construct their communicative context, instead of applying external definitions or models of effective communication. The qualitative method thus acted as a methodological bridge between the theoretical emphasis of the study on meaning-making and the applied focus of understanding worker advocacy.

In addition, a qualitative approach was critical in uncovering the subtle, otherwise implicit, ways in which communication practices shape the attitudes, trust, and identification with the organisation of employees. Internal communication is more than information transfer, but sense-making, internalising, and responding to messages. A qualitative approach enabled the study to move from surface description to reveal the deeper, experiential organisational

structures of life. This was critical in an environment such as the Ghanaian public sector, where institutional, cultural, and historical forces contribute greatly to how workers interact with communication processes and develop their functions in the organisation.

3.2 Research Design

The research utilised an interpretive qualitative design, which was phenomenologically influenced. This was done in a bid to provide room for scrutiny of the way Ghana Meteorological Agency employees perceive and interpret internal communication and its links to their objectives to represent the organisation. An interpretive design is consistent with the fundamental purpose of qualitative research: comprehending the world that is lived by those who live it. Instead of attempting to explain or predict occurrences through the intervention of external variables, this research attempted to examine meanings that the employees construct within their institutional setting (Willis, 2019).

Phenomenology as a research design is interested in how individuals live through and experience phenomena within their lifeworld. Phenomenological research, as Finlay (2021) describes, does not merely inquire about what people do but explores how they live through and interpret some events. For this study, internal communication is not seen merely as a functional process but as a lived experience involving emotional, relational, and symbolic meaning. The perceptions of the workers are thus known to be informed both by individual experience and the general institutional context in which they operate. This enabled the research to tap into underlying meanings and feelings put into communication practices that were not necessarily well apparent.

Phenomenological design also kept the study centred on rich, detailed descriptions of personal experience. These permitted repeated themes and shared meanings that occur through many

participants to be uncovered without losing the specificity of each account. This was vital in ascertaining how internal communication is differently interpreted by different roles, departments, and levels of seniority within GMet. By employing phenomenology, the study was able to uncover not just what employees experience in communication in their organisation, but also how they arrive at these experiences, through ordinary interactions, organisational history, and their emotional investments within the agency.

This research design also lent itself to an open, inductive research process. A testing role for hypotheses to be proven was not required, and the research process became deductive from inductive, as understandings from the field led to new avenues of exploration. The openness of the design allowed exploring participants' narratives, learning new themes and situational details, through an open process, making this very important given the complexity and sensitivity of internal communication within a public organisation. The interpretive, phenomenological school then allowed the conceptual and methodological foundations required to take the employees' voices and yield findings that were richly textured yet empirically grounded.

3.3 Research Setting

The study was carried out in the Ghana Meteorological Agency (GMet), which is a government agency tasked with the provision of weather and climate services to support national development. GMet is a state institution and, therefore, it has a crucial role to play in sectors like agriculture, aviation, water resources, and disaster management. Its structure includes a series of departments, such as forecasting, research, administration, and regional and district meteorological offices dispersed throughout the country. This public service institutional complexity, coupled with its remit, makes GMet a challenging place in which to explore internal communication and employee advocacy (Owusu & Chan, 2021).

The use of GMet as the research environment was intentional and strategic. As a public sector organisation, it inherits many of the communication problems common to sub-Saharan African bureaucratic organisations, i.e., hierarchical communication flow, limited channels through which feedback can be given, and limited means (Adu-Gyamfi, 2022). In addition, GMet's public role requires not only an educated staff but one that is engaged and willing to advocate for the institution's utility and credibility. Nevertheless, public opprobrium and anecdotal evidence raise fundamental issues with respect to whether employee morale internally at the agency is out of sync with its public image, and under what conditions communication within the agency works and affects advocacy intentions.

This context also offered a rare chance to discover how internal communication is enacted and embodied in a Ghanaian public organisation in transition. As with most public agencies, GMet has been subjected to incessant pressures of public accountability, scarce resources, and the imperative to update its communication infrastructure (Asamoah et al., 2020). Staff work in a bureaucratic environment that is geared towards command-and-control approaches at the cost of participatory involvement. Learning how communication was understood in such a setting provided us with insightful information on the relational and experiential aspects of communication in public service contexts.

Access to the organisation was facilitated at the official level with the highest level of management approval, but ensured that it was voluntary and confidential. Interviews were carried out in various departments to attain diverse views, for example, technical staff, administrative staff, and regional representatives. This multi-frame approach enabled the situation of the results within the diverse work realities of the agency in such a way that the insights produced would not be limited to a single operational or hierarchical viewpoint.

3.4 Population and Sampling

The population for this study will consist of employees at the Accra headquarters of the Ghana Meteorological Agency (GMet). GMet has an estimated staff strength of about 450 employees nationwide, of which roughly 150 are based at the headquarters. The study will focus on the headquarters staff, since this is where most of the agency's administrative, technical, and managerial activities will be coordinated, and where the key internal communication processes will be initiated.

At the headquarters, staff will be organised into three broad categories. The first category will consist of senior management, such as directors and departmental heads. The second group will include middle-level professionals, such as meteorologists, climatologists, researchers, administrative, and technical officers. The third category will comprise junior staff, including auxiliary staff. These distinctions will be considered important, since communication practices and employees' willingness to advocate for the organisation are expected to differ according to their roles and levels of responsibility (Palmer et al., 2020).

Purposive sampling will be used to select participants who are most likely to provide rich and relevant insights into internal communication practices. This approach will ensure the inclusion of staff across different organisational levels, while also taking into account years of service, departmental affiliation, and willingness to reflect on their experiences. Such a strategy will help capture diverse perspectives across gender, rank, and functional responsibilities (Etikan, Musa, & Alkassim, 2016; Gentles et al., 2015).

The study will aim to interview 20 staff members in total: about 5 senior management staff, 10 middle-level professional staff, and 5 junior staff. This distribution will be designed to capture a balanced picture of communication practices across organisational levels. Interviews will

continue until thematic saturation is reached, meaning that no new insights will emerge from further discussions (Fusch & Ness, 2015).

The focus on headquarters staff will allow the study to reflect the experiences of those most directly involved in the agency's communication processes. The headquarters will serve as the central hub for decision-making and information flow within GMet, making it an appropriate site for examining how employees interpret internal communication and how this shapes their willingness to advocate for the organisation (Choi & Chandler, 2020).

3.5 Data Collection Methods and Instrument

This study will be constructed solely on in-depth semi-structured face-to-face interviews as the main means of data generation. This will be chosen for the qualitative and interpretive nature of the study, which prioritises depth, flexibility, and the ability to trace meaning as spoken in participants' own words (DiCicco-Bloom & Crabtree, 2006). Semi-structured interviews will provide scope for a balance between the strictness of questioning and the flexibility for participants' accounts of their own experience of internal communication and sense of organisational advocacy (Kallio et al., 2016). An interview guide will be prepared to cover broad thematic issues such as communication channels, relational dynamics, views of leadership, and reasons for advocacy or disengagement.

All interviews will be conducted face-to-face at participants' locations, with attention paid to making the interview situation relaxed and conducive to spontaneous discussion. This was especially important in establishing rapport and engaging reflective dialogue with the topic (Knox & Burkard, 2009). Interviews will last for approximately 30 minutes, which provides a good depth without causing participant fatigue. Under informed consent, each of the interviews will be recorded and then transcribed verbatim for effective minute analysis. Field notes will

also be recorded to ascertain major contextual factors and non-verbal cues that would be used in facilitating interpretation (Phillippi & Lauderdale, 2018).

Ethical standards will be maintained in conducting the data collection. All types of participation will be voluntary in nature, and participants will be guaranteed confidentiality and anonymity. They were also briefed about the right to withdraw at any time from the study without penalty. The atmosphere was carefully constructed to be a non-hierarchical interview space in which the participants would feel comfortable discussing their experiences. Such methods were made to maintain the validity of data and allow the employees' true perception instead of defensive or strategic answers (Wiles et al., 2008).

3.6 Data Analysis Procedures

The data analysis for this study will follow a thematic analysis approach, which is well-suited to qualitative research that seeks to uncover patterns of meaning across participants' narratives. Thematic analysis will provide a flexible yet rigorous framework for identifying, analysing, and reporting themes that are grounded in the data (Braun & Clarke, 2006). This method will align with the study's aim of exploring how employees of the Ghana Meteorological Agency perceive internal communication and how these perceptions relate to advocacy intentions. Thematic analysis will be chosen because it enables the researcher to move beyond surface-level description to interpret deeper meanings and relational dynamics embedded in communication practices (Nowell et al., 2017).

The analysis process will begin with familiarisation, which will involve reading and re-reading the transcribed interviews to become immersed in the data. During this stage, initial impressions will be noted, and recurring ideas or phrases will be highlighted. Following this, the data will be subjected to open coding, where segments of text will be labelled according to

emerging concepts. These codes will not be predefined but will be developed inductively from the data itself, in keeping with the interpretive orientation of the study (Terry et al., 2017). This approach will allow flexibility in capturing both expected and unexpected insights that participants share about their communicative experiences within the agency.

After coding, the researcher will group related codes into broader themes that reflect significant patterns in the data. For example, codes related to trust, management responsiveness, and feedback may be grouped under themes such as “relational trust” or “employee voice.” Constant comparison will be employed throughout the process to ensure that themes remain coherent, distinct, and grounded in multiple data points across interviews (Castleberry & Nolen, 2018). The development of themes will be iterative, requiring ongoing reflection and engagement with the data to achieve internal consistency and analytic clarity.

The final stage will involve interpreting the themes in relation to the theoretical framework and existing literature. This interpretive stage will move beyond description to consider how the identified themes reflect broader organisational dynamics, cultural patterns, and communicative practices. Particular attention will be given to the meanings that participants attach to their communication experiences and how these shape their willingness or reluctance to act as advocates for the organisation. This recursive and reflexive process will ensure that the analysis captures both the complexity and the richness of the data, providing a credible foundation for the findings that will be presented in Chapter Four.

3.7 Ethical Considerations

Ethical behaviour was paramount in the conduct of this research, particularly given the sensitivity of studying internal organisational processes in a public institution. The research conformed to established ethical guidelines for qualitative research involving human

participants. Before fieldwork, ethical clearance was secured from an institutional review board, ensuring alignment with standards regarding informed consent, confidentiality, voluntary participation, and the equitable treatment of participants (Orb, Eisenhauer & Wynaden, 2001).

Each participant was provided with a detailed informed consent form that explained the purpose of the study, what participation involved, and how anonymity and confidentiality would be maintained. Both written and verbal consent were obtained, and participants were given adequate time to ask questions and receive clarifications before agreeing to take part. Emphasising voluntariness was particularly crucial in a hierarchical public sector setting, where perceived power dynamics could otherwise influence participation (Wiles et al., 2008).

Confidentiality and anonymity were rigorously upheld. Pseudonyms were assigned to participants, and all identifying information was removed from transcripts and field notes. Digital recordings and transcripts were stored securely on password-protected devices, with access restricted to the researcher. In reporting findings, careful attention was paid to representing participant narratives without exposing their identities or departmental affiliations. These procedures were essential in fostering a safe environment for participants to candidly share their perceptions of internal communication (Kaiser, 2009).

Additionally, the research process was underpinned by researcher reflexivity. The researcher remained attentive to their positionality, particularly in interpreting data within the politically sensitive context of a public agency. Efforts were made to avoid imposing assumptions or biases during interviews and analysis. Instead, data interpretation was guided by empathetic listening and a commitment to faithfully representing participants' voices (Berger, 2015). This ethical sensitivity not only enhanced the trustworthiness of the findings but also demonstrated respect for the lived experiences of public sector employees.

3.8 Chapter Summary

This chapter presented the methodological approach guiding the research that investigated employees' perceptions of internal communication and how they impact advocacy intentions in the Ghana Meteorological Agency. It commenced with a presentation on why a qualitative research approach was employed, which was appropriate for the capturing of participants' lived experiences regarding their richness. The chapter then explained the interpretivist paradigm, which informed the research and then provided a detailed explanation of the research design. The population being researched, sampling procedure, and data collection means in this research, semi-structured interviews were well defined, as were the data analysis methods by thematic interpretation. Ethical issues such as informed consent, confidentiality, and reflexivity were also discussed to maintain the integrity of the research process. The chapter establishes a basis for the subsequent phase, which translates and discusses the results concerning the participants' stories and resultant themes.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the findings from the thematic analysis of interview data collected from ten employees at the Ghana Meteorological Agency headquarters. It begins with a profile of participants and then addresses each research question in turn. For each question, the purpose is introduced, followed by the themes that emerged, supporting anonymised participant comments, and an analytic interpretation linking the findings to existing literature. Participant comments are labelled P1 to P10. Similar ideas are grouped to highlight patterns and differences. The analysis follows thematic approaches recommended by Braun and Clarke (2006) and emphasises context and meaning, as suggested by Nowell et al. (2017).

4.2 Profile of Participants

The study involved ten employees from the agency. To ensure anonymity, the researcher replaced participants' names with the labels P1 to P10. Employees had varying levels of experience and were drawn from operational and support services, providing a diverse range of perspectives. Years of service ranged from approximately three to over twenty, allowing insights from both long-serving employees and newer staff adapting to the agency's communication culture. The sample included six men and four women, reflecting the agency's gender balance. Most participants held bachelor's degrees, while four had postgraduate qualifications in fields such as meteorology, communication, or public administration. Participants' ages ranged from late twenties to mid-fifties, averaging around thirty-nine, which allowed exploration of generational differences in communication preferences and technology

use. Several participants had experience across multiple roles, offering reflections on how internal communication practices had evolved. The group represents a balanced cross-section of the workforce, providing a strong foundation for analysing internal communication, employee perceptions, and factors influencing advocacy intentions.

Participant Overview

Participant	Years of Service	Gender	Age Range	Educational Level
P1	15	Male	45–50	Bachelor's
P2	6	Female	30–35	Bachelor's
P3	10	Male	35–40	Master's
P4	4	Female	25–30	Bachelor's
P5	20	Male	50–55	Master's
P6	8	Female	35–40	Bachelor's
P7	25	Male	50–55	Master's
P8	3	Female	25–30	Bachelor's
P9	12	Male	40–45	Master's
P10	9	Male	35–40	Bachelor's

4.3 RQ1: How do employees of the Ghana Meteorological Agency perceive internal communication practices within the organisation?

This research question sought to understand employees' lived impressions of how information is produced, circulated, and received inside GMet. Four main themes emerged: timeliness and accessibility of information, clarity and jargon, preferred channels and their limitations, and recent improvements and uneven implementation.

4.3.1 Timeliness and Accessibility of Information

Participants consistently highlighted that the timeliness and accessibility of internal communication within the Ghana Meteorological Agency posed significant challenges. Many stated that official notices, directives, and meeting invitations often reached them too late, leaving little or no time for preparation. This, they avowed, undermined effective participation in organisational activities and weakened trust in the communication process.

P1 emphasised that most internal messages were not only delayed but also incomplete, noting that *“essential information needed by staff is mostly not captured in the communication.”* He explained that on several occasions, directives were sent at the last minute, forcing employees to make hurried adjustments to their schedules. Similarly, P6 stated that *“the information comes in very, very late and does not give staff much room to prepare,”* stressing that the lack of advance notice often created confusion and disorganisation during official events. P7 added that *“you are told to bring a document tomorrow, but you receive the message today,”* remarking that such short notice reflected a systemic communication inefficiency that placed unnecessary pressure on employees. In a related comment, P10 avowed that *“sometimes messages arrive hours before the event, and people who travel or work shifts miss out,”* explaining that this issue particularly affected field officers who were not always at the headquarters to receive updates promptly.

The analysis revealed that late communication was perceived as a persistent organisational weakness that hindered workflow and engagement, with P6 stating that *“the information comes in very, very late and does not give staff much room to prepare.”* Participants associated delayed messages with reduced attendance at meetings, last-minute rushes, and feelings of exclusion, as P10 noted: *“Sometimes messages arrive hours before the event, and people who travel or work shifts miss out.”* They further noted that untimely communication signalled a lack of coordination between departments and suggested that management undervalued employees' need for adequate preparation, with P7 emphasising that *“you are told to bring a document tomorrow, but you receive the message today,”* reflecting what they perceived as systemic communication inefficiency. These sentiments align with Welch and Jackson's (2007) argument that timeliness is a core dimension of effective internal communication, essential for sustaining employee trust and commitment. Likewise, Men (2014) found that when

organisational messages are not timely, employees tend to feel disregarded and disengaged, interpreting delays as a sign of poor planning and weak internal structures.

In the context of GMet, delayed and poorly accessible information was therefore not merely a logistical problem but also a relational one. It affected how employees interpreted the organisation's regard for their input and well-being. As several participants emphasised, timely communication was more than efficiency; it was a marker of respect and inclusion within the institutional culture. P7's observation that "*you are told to bring a document tomorrow, but you receive the message today*" reflected a broader concern that last-minute communication signalled a lack of regard for employees' dignity and preparedness, making them feel undervalued within the organisation.

4.3.2 Clarity and Use of Technical Jargon

Participants frequently raised concerns about the clarity of internal communication, particularly highlighting the overuse of technical language, complex grammar, and ambiguous wording. They stated that these factors often hindered understanding and required employees to seek additional clarification before acting on directives. Several participants elaborated on how these challenges affected their ability to engage with the information efficiently.

P1 emphasised that internal communication had

too much grammatical jargon, which recipients sometimes find difficult to comprehend, especially for staff who may not have specialised knowledge in certain technical areas. It often leaves employees guessing the intended action or meaning behind messages, and sometimes people end up interpreting it differently. Source: Fieldwork, 2025

P4 noted that

Emails and memos can be difficult to clear of ambiguity because of the wording, which often leaves room for misinterpretation. However, face-to-face communication immediately clears confusion because you can ask questions, get examples, and

understand the context directly from the sender, which is not possible with a static email. Source: Fieldwork, 2025

P6 stated that

Because the information doesn't come early enough, you cannot seek clarity in time. Sometimes messages lack sufficient detail, and when combined with complicated terminology, staff are left unsure how to proceed. This often leads to delays or errors in fulfilling tasks that require precision. Source: Fieldwork, 2025

Similarly, P9 explained that

Some communications lack detail and are heavy with technical terms, which makes them challenging to interpret on one's own. However, meetings provide the opportunity to ask questions, discuss the issues in depth, and obtain the clarification necessary to carry out responsibilities correctly. Without such interactions, staff may make incorrect assumptions that affect workflow and outcomes. Source: Fieldwork, 2025

The analysis revealed that unclear messages and excessive jargon functioned as a barrier to effective communication within GMet. Employees frequently had to rely on guesswork or seek additional clarification from colleagues, which added to inefficiency and sometimes frustration. The preference for plain language, combined with interactive communication formats such as meetings or face-to-face briefings, reflects existing literature advocating for message adaptation to audience needs (Mazzei, 2014). Ruck and Welch (2012) similarly emphasise that information alone is insufficient; the way messages are formulated directly affects whether employees can construct useful meaning and act appropriately. In the context of GMet, clarity was therefore not merely a stylistic concern but a practical requirement for operational effectiveness and employee confidence in following organisational directives.

4.3.3 Preferred Channels and Their Limitations

Participants described a variety of communication channels in use at GMet, including WhatsApp, emails, memos, meetings, and face-to-face interactions. They highlighted that while each channel served particular purposes, limitations emerged when channels were

mismatched with the type of information being communicated. Participants emphasised that choosing the right channel was critical for ensuring understanding, timely action, and effective participation.

P2 highlighted that

Emails are particularly useful because they provide a formal record of what has been communicated. You can forward them to multiple recipients at once, keep a copy for future reference, and track responses. For tasks that require accountability or a documented trail, email is the only reliable medium, but it does not give the opportunity for immediate clarification or discussion. Source: Fieldwork, 2025

P4 avowed that

Face-to-face communication is the most effective because it allows you to speak directly with colleagues or supervisors, ask questions immediately, and receive feedback in real time. When dealing with complex tasks or instructions that require understanding nuances, emails or memos alone are insufficient. The immediacy and interactivity of face-to-face interaction ensure that everyone interprets the message in the same way. Source: Fieldwork, 2025

P7 stated that

Emails and online meetings are particularly useful for shift workers like us in the Central Analysis and Forecasting Office. Since we operate on rotating schedules, face-to-face meetings are often impractical. Online platforms such as Microsoft Teams or Google Meet allow us to participate in discussions, access the shared materials, and ask questions without being physically present, which is essential for continuity in a shift-based environment. Source: Fieldwork, 2025

P9 emphasised that

WhatsApp is the fastest channel for immediate updates or urgent messages, particularly for operational matters where timing is critical. However, for formal communications, Outlook emails remain the standard because they provide structure, official records, and the ability to include detailed attachments. While WhatsApp ensures quick dissemination, it is not suitable for complex instructions or messages that staff need to keep for future reference. Source: Fieldwork, 2025

The analysis revealed that participants evaluated communication channels based on their function: WhatsApp for speed, email for documentation and accountability, and face-to-face

for clarification and nuanced discussions. This functional differentiation aligns with the media richness theory, which posits that richer, interactive channels are more effective for complex, ambiguous tasks, whereas leaner channels suffice for straightforward messages (Daft & Lengel, 1986). The findings also show that GMet employs a hybrid communication strategy, blending formal and informal channels depending on context. However, mismatches, such as sending complex, last-minute technical briefings via WhatsApp, exacerbated timeliness and clarity issues, echoing literature indicating that inappropriate channel choice can impede understanding and reduce employee engagement (Men & Bowen, 2017). Overall, participants' reflections underscore the importance of aligning channel selection with message content, urgency, and recipient needs to enhance internal communication effectiveness.

4.3.4 Recent Improvements and Uneven Implementation

The study established that communication within GMet had improved in recent years, yet they emphasised that these gains were uneven across departments and units. Participants highlighted specific developments, such as the introduction of quarterly staff durbars, newsletters, and enhanced use of WhatsApp groups, but they also noted persistent gaps in execution that affected their experiences of timeliness and clarity.

P5 stated that *“it is now better than before, though sometimes notices still come late or very close to the event, which makes planning difficult. I appreciate the effort, but consistency is key.”* Source: Fieldwork, 2025

P8 avowed that

Communication has really improved this year because we now have quarterly durbars where management briefs staff on achievements, upcoming projects, and strategic directions. These meetings are structured, detailed, and allow for questions, which makes me feel more informed and included in the agency's operations. Source: Fieldwork, 2025

P1 emphasised that

There seems to be some improvement recently, especially with the coordination between the PR office and individual departments. However, previously, the department in charge was lackadaisical, and some units were slow to adopt the new communication protocols. That history still affects how some staff perceive changes today, creating uneven experiences across the agency. Source: Fieldwork, 2025

P10 highlighted that

The PR office has been doing a good job updating the agency through emails and WhatsApp. Nevertheless, some units lag in responding or disseminating messages further to their staff. So while improvements are noticeable at the headquarters, field stations, and certain technical units may still miss important updates, which creates disparities in access to information. Source: Fieldwork, 2025

The analysis shows that participants recognised tangible improvements in internal communication, including more structured meetings, active online platforms, and timely newsletters. Yet, these advances were experienced unevenly, revealing gaps in implementation and follow-through. This aligns with studies on transitional organisations, which suggest that reforms may be introduced at the top level but fail to reach all parts of the institution consistently (Asamoah, Osei, & Mensah, 2020). The tension between visible progress and patchy implementation underscores the need for coherent systems, better coordination across units, and capacity building for departmental communicators to ensure that all employees experience the benefits of enhanced communication equally.

4.4 RQ2: In what ways do these perceptions influence staff willingness to act as advocates for the agency?

This question explored how employees' experiences of internal communication affected whether they would speak positively about GMet outside the organisation. Three themes emerged: advocacy resilience despite internal problems, conditional advocacy linked to information completeness, and inhibition of advocacy due to lack of anonymity in feedback.

4.4.1 Advocacy Resilience Despite Internal Problems

Participants emphasised that they would continue to speak positively about GMet regardless of the quality or timeliness of internal communication. The participants framed this advocacy as an intrinsic part of their professional identity, reflecting a sense of duty and pride in being associated with the agency.

P1 stated that

Whether or not communication is good or bad, it doesn't influence the way I talk about GMet outside the agency. I always make an effort to highlight the good work we do, and I feel it is part of my responsibility to represent the agency positively, even when there are internal shortcomings. Source: Fieldwork, 2025

P4 avowed that

As long as I remain a staff member of the Agency, I am supposed to be an ambassador. I consciously adopt a positive mindset because my colleagues and the public rely on us for accurate information, and I feel that defending and promoting the agency is part of my professional duty, independent of how well communication flows internally. Source: Fieldwork, 2025

P3 emphasised that

Communication has not caused me anything personally; whenever there is a need to defend or explain the agency's actions or policies, I do so. I do not let delays, unclear messages, or technical issues prevent me from supporting GMet publicly, because advocacy is a reflection of my commitment to the institution rather than a reaction to minor frustrations. Source: Fieldwork, 2025

P9 stated,

Now that I have information, I can say positive stuff and defend the agency, and even when the information is delayed or some units lag in dissemination, I choose to highlight our successes and the agency's impact on public service. I believe that this advocacy reflects both my understanding of GMet's work and my role in representing it responsibly. Source: Fieldwork, 2025

The analysis indicates that for many staff, advocacy functions as an identity-driven behaviour rather than a response contingent on communication quality. This finding aligns with literature

suggesting that strong organisational identification can sustain advocacy even when internal communication is imperfect (Men & Bowen, 2017). It further highlights that employees' commitment to professional duties and pride in service can buffer the negative effects of communication challenges, allowing them to remain vocal supporters of the agency despite practical frustrations.

4.4.2 Need for Complete and Timely Information

Participants emphasised that their willingness to act as advocates for GMet was contingent on receiving accurate, timely, and comprehensive information. They avowed that incomplete or delayed communication limited their ability to confidently represent the agency externally, highlighting the centrality of information quality in shaping advocacy behaviour.

P2 stated that

When information is shared openly, and employees are well informed about the agency's operations, strategic plans, and achievements, it builds a sense of pride and confidence in us as staff. Knowing the details allows me to speak accurately about GMet and feel assured that I am conveying correct information to the public. Source: Fieldwork, 2025

P7 highlighted that

If the information is timely, detailed, accurate, and reliable, it gives me more room to recommend GMet to colleagues and external stakeholders. When I am well-informed, I feel empowered to explain our processes and successes clearly, which strengthens my credibility and the agency's image. Source: Fieldwork, 2025

P8 emphasised that

When communication is transparent and open to all staff, I can confidently discuss the agency's progress. Without complete information, I might hesitate or misspeak, but having full knowledge allows me to speak with conviction and pride, reinforcing both my own confidence and GMet's reputation. Source: Fieldwork, 2025

P5 added that

Clarity on our operations and understanding what we are doing in the different units will make me more likely to recommend GMet. When messages are vague or partial, it is difficult to articulate the agency's value, so receiving comprehensive updates directly influences how positively I can advocate for GMet externally. Source: Fieldwork, 2025

Analysis of these narratives suggests that advocacy among this group operates as a conditional or reciprocal response: well-informed staff feel obligated and confident to share positive messages about the agency. This pattern aligns with social exchange theory, which posits that perceived organisational support and transparency encourage employees to reciprocate through constructive behaviours such as advocacy (Blau, 1964; Cropanzano & Mitchell, 2005). It also supports research indicating that perceived communication quality strongly predicts employee trust and willingness to promote organisational objectives (Men & Yue, 2019), reinforcing the idea that timely, detailed, and accurate information is a key enabler of employee advocacy.

4.4.3 Inhibition of Advocacy Due to Fear and Lack of Safe Feedback Channels

The study also established the Inhibition of Advocacy due to Fear and Lack of Safe Feedback Channels. Several participants emphasised that fear of exposure or reprisal limited their willingness to advocate for GMet externally, particularly when feedback or opinions could be linked to them personally. They highlighted that, despite pride in the agency, uncertainty about the consequences of speaking up undermined their confidence to communicate positively in public or professional settings.

P9 stated that

People have a lot to say, but they are not able to say exactly how they feel because they fear being tagged with their comments. Even during meetings or online discussions, the lack of a way to provide anonymous feedback means many staff withhold their honest views, which ultimately affects how they speak about the agency outside. Source: Fieldwork, 2025

P6 recounted that

I stayed the whole day for a headcount exercise that started extremely late because communication about the timing was poor. Experiences like these leave staff frustrated, exhausted, and less willing to talk positively about the agency; it makes you question whether the effort and time you invest is acknowledged or valued. Source: Fieldwork, 2025

P2 highlighted that

Delayed or unclear communication reduced my ability to respond confidently to external inquiries. When I am unsure about details, I cannot fully advocate for the agency because I risk misrepresenting information, which makes me hesitant to speak up. Source: Fieldwork, 2025

P7 avowed that “if communication from management is always questionable, ambiguous, or lacks transparency, it would not help with people speaking positively. Trust is fundamental; without it, advocacy cannot flourish because employees remain cautious and silent. Source: Fieldwork, 2025

Analysis of these accounts reveals that the absence of safe, anonymous, and responsive feedback channels serves as a direct inhibitor of employee advocacy. Even staff with strong organisational identification may withhold positive messaging when they perceive potential personal risk. This finding contrasts with the resilience-based advocacy theme, illustrating that while professional identity can sustain advocacy in general, specific conditions such as trust, perceived fairness, and anonymity critically shape whether employees actively defend the agency or remain silent. Research on employee voice supports this view, noting that psychological safety and the option to provide confidential feedback are essential for candid expression and meaningful engagement (Detert & Burris, 2007; Morrison, 2014). These findings suggest that enhancing safe feedback mechanisms could strengthen employee advocacy by reducing fear and uncertainty.

4.5 RQ3: What internal communication conditions are perceived to support or inhibit employee advocacy intentions?

This question aimed to surface practical conditions that enable or block advocacy. Three themes emerged: trust and transparency, feedback and participation mechanisms, and leadership style and role modelling.

4.5.1 Trust and Transparency

Participants consistently emphasised that trust and transparent sharing of information are central conditions that enable advocacy within the agency. P4 stated that

Transparency and clarity help staff appreciate the decision-making process and build trust, because when we understand the reasons behind management decisions, we feel included and more willing to represent the agency positively outside the office. Source: Fieldwork, 2025

P8 avowed that *“if communication is transparent and open to all staff, I can be proud to talk about the agency; it gives us confidence to advocate because we are informed and not left guessing about internal affairs.”* Source: Fieldwork, 2025

P1 emphasised that *“staff should not be made to feel that information from superiors lacks credibility; credibility underpins trust, and without it, even accurate information may be questioned.”* Source: Fieldwork, 2025

P10 highlighted that *“when management is open with us, we can defend the agency to the public; honesty about achievements, challenges, and plans strengthens our ability to speak confidently and positively.”* Source: Fieldwork, 2025

Trust and transparency repeatedly surfaced as prerequisites for employee advocacy. When staff perceived that management communicated honestly and openly, including unwelcome or

challenging news, they felt included in organisational processes and were more disposed to speak positively about the agency. This finding aligns with Excellence Theory, which emphasises two-way dialogue and ethical communication as drivers of internal public support (Grunig et al., 2002), and with social exchange perspectives that link perceived fairness and openness to reciprocal positive behaviours, including advocacy (Cropanzano & Mitchell, 2005).

4.5.2 Feedback and Participation Mechanisms

Participants highlighted the need for clear, safe, and structured avenues for input and feedback, noting that the presence of such mechanisms directly influenced their willingness to advocate. P2 stated that *“employees have some opportunity to share opinions during departmental meetings and direct communication with supervisors, which allows us to feel that our voices are heard, but sometimes the response or follow-up is unclear, which limits confidence to speak externally.”* P9 emphasised the importance of anonymity, saying that *“I would like anonymous ways to give feedback; currently, many people withhold their honest views because they fear being tagged, which reduces authentic participation and advocacy.”* P7 avowed that *“feedback and transparency are key; without them, advocacy will not be encouraged because staff cannot fully trust that their input matters or that they are being accurately represented.”* P6 provided a practical suggestion, stating that *“a notice board close to the clock-in machine would catch people’s attention and improve access to information, ensuring that all staff, even those not active on digital platforms, can receive and respond to updates.”* Source: Fieldwork, 2025

Practical feedback and participation mechanisms, such as durbars, structured meetings, WhatsApp groups, and anonymous suggestion boxes, were identified as enabling conditions for employee voice. Participants stressed that participation is meaningful only when feedback

is acted upon; otherwise, cynicism and disengagement can grow (Mazzei, 2014). Their call for anonymity also reflects research demonstrating that safe feedback channels increase the authenticity of employee voice and reduce self-censorship (Ruck & Welch, 2012). Together, these findings underscore that advocacy is not solely a product of individual motivation but is shaped by the structures and practices that allow staff to safely contribute and engage with management.

4.5.3 Leadership Style and Role Modelling

Participants highlighted that the conduct and style of leaders significantly shape the communicative climate and influence the willingness of staff to advocate for the agency. P1 stated that

Leadership and management practices set the tone for the entire organisation; when leaders are approachable and transparent, they naturally encourage upward communication, and staff feel safe to share concerns or provide input without fear of negative consequences. Source: Fieldwork, 2025

P4 emphasised that

When leaders take time to explain decisions and actively invite input from different levels, it builds trust across the organisation and creates a culture where communication is not just top-down but genuinely interactive. Source: Fieldwork, 2025

P5 avowed that

Some unit heads hoard information that is supposed to be shared with staff, and that behaviour negatively affects how employees circulate information themselves; it creates a bottleneck and fosters suspicion. Source: Fieldwork, 2025

P7 added a practical perspective, stating that

If the communication team decentralises tasks and leaders consistently model timely sharing, the delays we often experience will reduce, and staff will be more willing to participate in advocacy because they see the behaviour they are expected to follow. Source: Fieldwork, 2025

Participants described leadership as a multiplier: positive, transparent, and participative leadership amplified effective communication and reinforced trust, whereas authoritarian or distant leadership suppressed dialogue and reduced employee confidence to speak positively about the agency. These findings align with research indicating that leadership communication style is central to the internal climate and employee advocacy (Men & Bowen, 2017). The data underscore that technical or procedural communication measures alone are insufficient; the behaviours and example set by leaders play a pivotal role in shaping the organisation's communication culture and in enabling or inhibiting staff advocacy.

4.6 Discussion of Findings

This section integrates the study's findings with existing literature and theoretical frameworks. The results confirm that internal communication plays a critical role in shaping employee attitudes and advocacy behaviours, but they also nuance the relationship in several ways, highlighting the interplay of practical communication challenges, professional identity, and organisational structures.

First, timeliness and clarity of information emerged as fundamental determinants of how employees perceive and act on communication. Participants consistently described that late or jargon-heavy messages hampered their ability to plan, respond, or participate in agency initiatives, leading to frustration and missed opportunities. P1 and P7, for example, highlighted situations where urgent technical notices were delivered through rapid but low-detail channels such as WhatsApp, creating operational bottlenecks that jeopardised preparedness. These findings are consistent with Welch and Jackson (2007), who emphasise the importance of timely communication, and Mazzei (2014), who highlights the need for message adaptation to audience comprehension levels. The data extend these accounts by illustrating how mismatched channels can generate specific operational problems in a meteorological context,

where timely action and technical precision are critical, underscoring the complex consequences of seemingly minor communication lapses.

Second, the study reveals that employee advocacy is both identity-rooted and conditional on the quality and completeness of internal communication. Several participants emphasised that their professional duty to speak positively about the agency persisted even when internal communication was imperfect, reflecting a strong organisational identification. This aligns with Van Dick et al. (2004), who argue that identification can buffer employees against communication shortcomings. At the same time, other participants expressed conditional advocacy, noting that they would only confidently promote the agency when provided with complete, accurate, and timely information. This dual pattern is explained through Social Exchange Theory, which posits that positive behaviours such as advocacy depend on perceived organisational support and fairness (Blau, 1964; Cropanzano & Mitchell, 2005). The implication is that interventions aimed at enhancing advocacy should not only reinforce professional pride and identity but also address structural and procedural communication deficits that undermine confidence and trust.

Third, both communication mechanisms and leadership practices were highlighted as central to fostering advocacy. Participants acknowledged that durbars, WhatsApp groups, newsletters, and team meetings have improved the reach of information, yet they also noted limitations in depth, interactivity, and psychological safety. Several participants, for instance, called for anonymous feedback channels to enable candid dialogue, reflecting concerns about fear of reprisal and exposure. These observations resonate with Ruck and Welch (2012) and Men (2014), who argue that dialogue, participation, and safe feedback structures are necessary for meaningful internal communication. The findings further align with Excellence Theory (Grunig et al., 2002), which prescribes two-way symmetrical communication; employees not

only want to receive information but also to be meaningfully involved in decision-making contexts that shape their advocacy roles. Leadership emerged as a multiplier: transparent, approachable, and participative leaders enhanced communication effectiveness, while authoritarian or opaque leadership suppressed dialogue and limited advocacy potential.

Where the findings diverge from some existing literature, it is notable that many participants insisted they would still speak positively about GMet despite poor communication practices. Previous studies often report strong links between communication quality and advocacy behaviours (Men & Bowen, 2017), yet in this study, professional duty and service identity appeared to override short-term communicative frustrations. Nevertheless, participants also cautioned that sustained poor practices such as repeated delays, lack of feedback mechanisms, and authoritarian leadership erode long-term willingness to proactively advocate. This underscores the critical balance between leveraging organisational identity and addressing structural communication deficiencies to ensure sustained employee advocacy over time.

The discussion highlights the intertwined roles of practical communication factors, professional identity, feedback mechanisms, and leadership in shaping employee advocacy, demonstrating that improving internal communication requires both technical and relational interventions within public service organisations.

4.7 Chapter Summary

This chapter presented the voices of ten GMet headquarters staff and analysed how they perceive internal communication and how those perceptions affect advocacy intentions. Key themes included timeliness and accessibility, clarity and jargon, channel fit, improvements alongside uneven implementation, advocacy resilience and conditional advocacy, need for anonymity and safe feedback, trust and transparency, and the central role of leadership. The

findings support and extend existing scholarship on organisational communication and employee advocacy while foregrounding practical, context-specific recommendations for a public meteorological agency.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a synthesis of the study's findings, concludes, and offers recommendations for enhancing internal communication and employee advocacy at the Ghana Meteorological Agency (GMet). The chapter also identifies areas for future research. It integrates the empirical findings from Chapter Four with theoretical and practical perspectives to provide actionable insights for organisational improvement.

5.2 Summary of Findings

The study explored how employees of the Ghana Meteorological Agency perceive internal communication practices, how these perceptions shape their willingness to advocate for the agency, and the conditions that support or inhibit such advocacy. Thematic analysis revealed several key insights into these dynamics.

Timeliness and accessibility of information: Employees consistently reported that late or poorly disseminated information hindered their ability to prepare for meetings, events, or operational responsibilities. They emphasised that delays created confusion, reduced participation, and limited their effectiveness in representing the agency externally. While channels such as WhatsApp and email were appreciated for speed and reach, they were sometimes poorly matched to the urgency or technical complexity of messages, resulting in operational inefficiencies and frustration among staff.

Clarity and use of technical language: Participants highlighted that unclear messages, excessive technical terminology, or complex phrasing often forced them to seek clarification or make

decisions based on incomplete understanding. Face-to-face interactions were widely preferred for conveying complex or ambiguous information, as these allowed immediate explanation and reduced misunderstandings. Staff emphasised that unclear or jargon-filled communication slowed work processes and decreased confidence in their ability to act on information accurately.

Preferred channels and their limitations: Employees described using multiple communication channels, including email, WhatsApp, memos, durbars, and meetings. Each channel was judged according to its functional strength: WhatsApp for rapid updates, email for formal documentation, and face-to-face interactions for detailed explanations. However, mismatched channel use sometimes caused delays, confusion, or missed information. Staff emphasised that channel choice directly influenced their ability to act effectively and maintain smooth operational processes.

Recent improvements and uneven implementation: Participants acknowledged that communication had improved in some areas through initiatives such as quarterly durbars, newsletters, and WhatsApp groups. Despite these improvements, implementation remained uneven across units. Some staff experienced timely, structured communication, while others continued to encounter delays or gaps. This unevenness created disparities in access to information and in the overall engagement of employees with agency communications.

Advocacy, resilience and conditionality: The study revealed that employee advocacy was both identity-based and conditional. Many staff expressed a strong sense of professional duty to speak positively about the agency, even when communication was imperfect. At the same time, other employees indicated that their willingness to advocate depended on receiving complete, accurate, and timely information. The absence of safe feedback channels or fear of negative

consequences limited some employees from speaking openly, illustrating that advocacy is influenced by both personal commitment and organisational conditions.

Trust, transparency, feedback, and leadership: Participants emphasised that transparent communication and participatory practices fostered confidence and willingness to act as advocates. Leadership style played a crucial role in shaping the communication climate. Approachable, open, and participative leaders encouraged staff engagement and advocacy, while distant, authoritarian, or information-hoarding leaders reduced confidence and suppressed positive representation. Employees highlighted the importance of mechanisms for feedback, including regular meetings, notice boards, and safe, anonymous channels for raising concerns, as these enhanced trust and encouraged participation.

The findings indicate that effective internal communication is multi-dimensional. It requires messages that are timely, clear, and accessible; the use of appropriate channels; consistent implementation across all units; leadership that sets a positive example; and mechanisms for participation and safe feedback. Employee advocacy emerges from a combination of professional commitment and supportive communication conditions, with both personal and organisational factors influencing willingness to act as ambassadors for the agency.

5.3 Conclusions

The study confirms that internal communication plays a crucial role in shaping employee advocacy, though the relationship is complex and multi-layered. Employees respond not only to the content of messages but also to their timing, clarity, and the appropriateness of the channels used. Delays in communication, unclear wording, or overreliance on technical jargon were reported to create confusion, reduce confidence, and limit the ability of staff to act as effective representatives of the agency. Timely, clear, and well-matched communication is

therefore foundational for enabling employees to understand and engage with organisational objectives.

Employee advocacy was found to be both identity-driven and conditional. Many staff expressed a strong sense of professional duty to speak positively about the agency, even when internal communication was imperfect. At the same time, their willingness to advocate was contingent on receiving complete, accurate, and timely information. Employees emphasised that gaps in communication, lack of transparency, or unclear guidance could diminish their confidence and reduce proactive advocacy. This indicates that while professional commitment can sustain positive engagement, structural and operational factors must support it for advocacy to be consistent and enduring.

Leadership and organisational systems emerged as critical enablers of effective communication and advocacy. Participants highlighted that leaders who are approachable, participative, and transparent create an environment where staff feel confident to share information and engage with organisational goals. Conversely, distant, authoritarian, or information-hoarding behaviours undermine communication, reduce trust, and inhibit willingness to speak positively about the agency. The study shows that technical measures such as emails, memos, or digital platforms alone are insufficient; the behaviour and example set by leaders significantly influence the effectiveness of communication strategies and the degree to which employees feel empowered to advocate.

The presence of safe feedback mechanisms and a participative culture was identified as essential. Employees emphasised the importance of spaces where questions can be asked, suggestions made, and concerns raised without fear of reprisal. The absence of such mechanisms was linked to reduced engagement and reluctance to act as organisational

ambassadors, demonstrating that advocacy depends not only on the quality of information received but also on the perceived safety and inclusiveness of the communication environment.

Finally, the study highlighted that progress in communication practices has been uneven. While improvements such as newsletters, WhatsApp updates, and quarterly durbars have enhanced the flow of information, these initiatives are not consistently implemented across all units. Disparities in access to information and participation opportunities point to the need for systematic, organisation-wide strategies that ensure all employees experience clear, timely, and reliable communication. Without such consistency, even motivated and professional staff may face barriers that limit their capacity to advocate effectively on behalf of the agency.

5.4 Recommendations

Efforts should be made to enhance the timeliness and clarity of communication. Critical notices and directives need to be shared with sufficient lead time, allowing employees to prepare and respond appropriately. Messages should be written in plain, easily understandable language, and any technical terms should be clearly explained to prevent confusion and ensure comprehension.

Communication channels should be aligned with their specific purpose. A hybrid approach can be maintained, using instant messaging platforms for urgent updates, emails for formal documentation and records, and face-to-face meetings for complex or detailed explanations. Regular assessment of the effectiveness of these channels can help ensure that the right medium is used for each type of message.

Feedback and participation mechanisms should be strengthened. Introducing anonymous suggestion boxes, structured durbars, and routine staff consultations will provide employees with safe avenues to express opinions and share concerns. Equally important is demonstrating

that feedback is acknowledged and acted upon, which fosters trust and encourages continued engagement.

Leadership should actively promote participative and transparent communication. Leaders must model timely and open information sharing, seek input from staff at all levels, and respond to concerns in a way that builds confidence. Such practices encourage employees to feel valued and more willing to support and advocate for the organisation.

Consistent internal communication practices need to be institutionalised. Developing formal policies and standard procedures ensures that all employees, across different units and roles, have equitable access to information. This reduces discrepancies in experience and promotes cohesion within the organisation.

Finally, communication initiatives should be regularly monitored and evaluated. Tracking effectiveness, employee satisfaction, and the impact on advocacy provides insights for continuous improvement and allows the organisation to adapt strategies to meet evolving needs.

5.5 Limitations of the Study

The study is limited by its small sample size and focus on a single agency. While rich qualitative insights were obtained, the findings may not be generalisable across all public sector organisations or private entities in Ghana. The experiences and perspectives captured reflect the specific context of the Ghana Meteorological Agency, and other organisations may face different communication challenges or operate under distinct institutional dynamics.

5.6 Suggestions for Future Research

Future research could examine the impact of digital transformation on internal communication and employee advocacy, exploring how emerging technologies influence information sharing, engagement, and organisational participation.

Comparative studies across multiple public sector agencies could provide broader insights into common challenges and effective practices in internal communication, helping to determine whether the patterns observed in this study are unique or indicative of wider trends.

Longitudinal research could track the effects of communication interventions over time, offering a deeper understanding of how improvements in communication practices affect employee engagement, advocacy, and overall organisational performance in the long term.

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Appendices

Appendix 1.0: Interview Guide

INTERVIEW GUIDE

Section A: Introduction and Rapport

1. Can you briefly describe your role in GMet and how long you have worked here?
2. What kinds of communication are most common in your department?

Section B: Employee Perceptions of Internal Communication (Objective 1)

3. How would you describe the way information is shared within GMet?
4. What communication channels (e.g., meetings, memos, emails, face-to-face) do you find most effective? Why?
5. How clear and transparent do you find communication from management?
6. How much opportunity do you feel employees have to share their opinions or feedback?
7. Can you share an example of a time when communication within GMet worked well?
8. Can you describe a situation where communication did not go well? What was the effect?

Section C: Internal Communication and Advocacy Intentions (Objective 2)

9. In what ways does communication at GMet affect how you feel about the organisation?
10. How does internal communication influence your willingness to speak positively about GMet outside the agency?
11. What kinds of communication make you more likely to recommend GMet to others?
12. Can you share an instance when you felt motivated to defend or support GMet publicly because of how communication was handled internally?

13. Are there times when communication discouraged you from advocating for the organisation? Could you describe such experiences?

Section D: Conditions that Facilitate or Hinder Advocacy (Objective 3)

14. What do you think makes communication in GMet effective and supportive?
15. What challenges or barriers do you see in the way communication is done here?
16. How do leadership and management practices influence communication across different staff levels?
17. In your view, what changes could improve communication to encourage staff to speak positively about GMet?
18. What specific conditions (e.g., trust, feedback, transparency) do you think are most important for encouraging employee advocacy?

Section E: Closing

19. Is there anything else you would like to share about your experiences with communication in GMet?
20. Do you have any suggestions for improving communication within the agency?

Appendix 2.0: Codes and Themes

Codes	Themes
Delayed official notices Short preparation time Last minute directives Exclusion of field staff	Timeliness and Accessibility of Information
Excessive technical jargon Ambiguous wording Complex grammar Need for clarification	Clarity and Comprehension of Messages
Email for documentation WhatsApp for speed Face to face engagement for nuance Channel mismatch	Communication Channel Efficacy
Introduction of staff durbars Use of digital platforms Inconsistent departmental adoption Uneven access in field offices	Recent Improvements and Implementation Gaps
Professional duty and pride Identity driven representation Commitment despite frustrations	Advocacy Resilience and Organisational Identity
Need for accurate information Desire for comprehensive details Confidence gained from being informed	Conditional Advocacy and Information Quality
Fear of reprisal Lack of anonymous feedback Psychological unsafety Hesitancy to speak	Inhibition of Advocacy Due to Fear
Open sharing of information Honest communication about challenges Credible leadership Inclusion in decision making	Trust and Transparency as Enablers
Structured avenues for employee input Anonymous suggestion channels Acting on feedback Meaningful participation	Feedback and Participation Mechanisms
Approachable leadership Information hoarding by senior staff Leaders as communication models Bottlenecks in information flow	Leadership Style and Role Modelling

