



**INTERNAL COMMUNICATION AND STAFF ALIGNMENT: A CASE STUDY OF THE
NATIONAL LOTTERY AUTHORITY (NLA)**

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JANUARY, 2026

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INSTITUTE OF JOURNALISM**

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NATIONAL LOTTERY AUTHORITY (NLA)

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(MAPRM24031)

A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH (SoGS) IN PARTIAL FULFILMENT FOR THE AWARD OF A MASTER OF
ARTS DEGREE IN PUBLIC RELATIONS WITH MARKETING

DECEMBER 2025

DEDICATION

This work is dedicated to the Almighty God for His unending grace, guidance, and strength throughout this journey. I also dedicate it to my children for adjusting to the change, my immediate family for their unwavering support, prayers, and encouragement. Finally, I dedicate it to all Public Servants working tirelessly to improve institutional communication and performance in Ghana.

ACKNOWLEDGEMENT

I want to express my heartfelt gratitude to God for granting me wisdom, health, and strength throughout this study. I also want to express my sincere appreciation to my lecturer, Dr. Benedine Azure, for her guidance, feedback, and constructive criticism, which have significantly shaped this work. I am also thankful to the staff of the National Lottery Authority, Ghana, for their cooperation and for granting me access to the necessary data and information. Special thanks to my friends, course mates, and colleagues who supported me in various ways during this research. To my family, your love and encouragement have been the bedrock of my success.

ABSTRACT

This study examined the influence of internal communication on staff alignment within the National Lottery Authority (NLA) of Ghana. Recognizing that effective communication is central to organizational cohesion, the research assessed how communication consistency, leadership communication, and two-way interaction contribute to employees' understanding of strategic objectives, goal clarity, and behavioral alignment. Anchored on the Organizational Alignment Model, the Communicative Constitution of Organization (CCO) perspective, and Sense-Making Theory, the study adopted a quantitative case study design. Data were collected through a structured questionnaire administered to 240 employees across various departments and regions, out of which 210 valid responses (87.5%) were analyzed using descriptive and inferential statistics. Findings revealed that internal communication within the NLA is largely effective, characterised by clear and timely information flow, efficient staff meetings, and improved digital communication platforms. However, moderate scores for interdepartmental communication and management feedback indicated the need for stronger two-way engagement. The results further showed a high level of staff alignment, with employees demonstrating strategic understanding, value-driven behaviour, and clarity of roles. Correlation analysis indicated strong, positive, and statistically significant relationships between all dimensions of internal communication and staff alignment, with leadership communication emerging as the strongest predictor. The study concludes that internal communication is not merely an operational process but a strategic asset essential for unifying the workforce, enhancing performance, and achieving organizational objectives. It recommends strengthening feedback mechanisms, enhancing cross-departmental communication, and investing in leadership communication training to sustain alignment and performance within the NLA.

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CHAPTER ONE

INTRODUCTION

Chapter Overview

This chapter provides an overview of the research, starting with the study's background. It then sets out the problem statement, the objectives of the study, and the research questions directing the research. The chapter emphasizes the significance of the study, outlines the organization of the study, and ends with a chapter summary.

1.1 Background of the Study

Companies are coming to understand that a cohesive and cooperative staff is their most precious asset in this era of rapid technological advancement, cutthroat competition, and ever-evolving stakeholder demands. organizational success relies on effective internal communication (IC), which is essential for sharing vision, strategy, and values and for fostering employee engagement, trust, and a common goal (Men & Bowen, 2017; Verčič & Vokić, 2017). In addition to disseminating data, it facilitates dialogue, fosters a sense of belonging, and deepens mutual understanding between management and staff (Mazzei & Quaratino, 2018).

Staff alignment, defined as "the degree to which employees understand, endorse, and strive to attain the organization's strategic objectives" (Kang & Sung, 2017), is a crucial outcome of good internal communication. Each employee's choices and behaviours are in harmony with the organization's goals when they are aligned. The result is enhanced performance, operational efficiency, and service delivery (Alsharo, Gregg, & Ramirez, 2017). In contrast, misalignment characterized by misunderstandings, lost time and energy, low morale, and opposition to

change can result from a lack of effective internal communication. Yeomans and Lennon (2021) warn that this may reduce the organization's effectiveness. The evolution of corporate discourse has been expedited by digital technology. More channels of communication between businesses have emerged with the advent of intranets, ESNs, IM, and video conferencing software (Trefry, 2020). If not managed properly, the proliferation of digital information poses challenges such as disjointed channels, inconsistent messaging, and an excess of data (Cardon & Marshall, 2021). The National Lottery Authority (NLA) of Ghana and other public sector organisations and state-owned firms operate in a unique setting that emphasises the significance of internal communication even more. A lot of eyes are on these entities, and they're subject to complex regulations and governmental directives (Amponsah & Van der Walt, 2022). Since it is responsible for running the country's lotteries, the NLA plays a crucial role in the economics and social responsibility of the nation. The company's goal, ethics, and operating processes must be understood and adhered to by every employee, from upper management to frontline agents. There may be serious ramifications for revenue goals, public trust, and regulatory compliance if strategy aim and personnel execution are not in sync (Boateng & Agyeman, 2023). Lacking in Ghana's public sector is empirical study on the impact of internal communication techniques on staff alignment, despite the importance of this topic. While there are research on communication in general, there is a lack of in-depth case studies that look at the NLA as an organisation and how leadership message, channels of communication, and the flow of information all impact staff alignment (Mensah & Osei, 2021). This study seeks to fill that void by providing a comprehensive analysis of how the NLA's internal communication facilitates staff alignment. By doing so, it seeks to provide both academic understanding of public sector communication and practical, helpful recommendations for enhancing organizational cohesiveness and efficiency.

1.2 Problem Statement

Effective internal communication is acknowledged as a vital catalyst for organisational alignment, staff engagement, and overall institutional effectiveness. In public-sector companies like the National Lottery Authority (NLA), clear communication is important owing to the organization's mission, dispersed operations, and frequent policy changes. Notwithstanding its significance, data indicates that several Ghanaian governmental organisations have difficulties like erratic information dissemination, inadequate feedback systems, protracted communication, and restricted interdepartmental collaboration. These deficiencies often lead to misconceptions, disjointed interpretations of strategic instructions, and a lack of alignment between managerial choices and employee actions. Initial observations and internal evaluations at the NLA reveal ongoing communication deficiencies, characterised by delayed information transmission, inconsistent messaging within departments, insufficient clarification of policy changes, and restricted avenues for upper contact. Despite the existence of communication channels including emails, notes, staff meetings, and digital platforms, their efficacy in fostering common understanding and alignment remains ambiguous. These problems may undermine employee engagement, diminish clarity of organisational objectives, and obstruct the seamless implementation of initiatives across regional and departmental groups.

Moreover, there exists a paucity of empirical research in Ghana that investigates the impact of internal communication strategies on staff alignment, especially within state-owned firms such as the NLA. Current research mostly emphasizes communication efficacy or employee contentment, neglecting the examination of alignment as a strategic objective. This gap deprives organizational leaders of the evidence-based insights necessary to fortify communication strategies, augment cohesiveness, and elevate staff performance. This research is motivated by insufficient empirical knowledge of how internal communication

strategies at the NLA affect staff alignment with organizational aims and values. Rectifying this deficiency is crucial for enhancing communication structures, fostering organizational unity, and facilitating the successful execution of the NLA's purpose.

1.3 Purpose of the Study

The primary purpose of this study is to investigate the influence of internal communication on staff alignment within the National Lottery Authority (NLA), Ghana.

1.4 Objectives of the Study

The study's general objective is to assess the relationship between internal communication practices and the level of staff alignment at the NLA.

Specifically, the study seeks to;

1. To evaluate the effectiveness of current internal communication channels at the NLA.
2. To ascertain the level of staff alignment with the NLA's strategic goals and organizational vision.
3. To analyze the relationship between specific internal communication dimensions and staff alignment.

1.5 Research Questions

1. How effective are the current internal communication channels at the NLA?
2. What is the level of staff alignment with the NLA's strategic goals and organizational vision?
3. What is the relationship between specific internal communication dimensions and staff alignment at the NLA?

1.6 Significance of the Study

Policymakers, academics, and business leaders should all take note of this study. By applying and analysing well-established communication theories such as the Communicative Constitution of Organisation (CCO) perspective and Organisational Alignment Theory in the under-researched setting of a Ghanaian state-owned enterprise, this study will contribute to the theoretical framework of public administration and organisational communication. The data it provides will shed light on how communication is transformed into alignment in a complex hybrid public-commercial setting, adding a non-Western perspective to the existing research. This report will be very helpful for the administration and leadership of the NLA. Using the findings as a diagnostic tool, we may assess the current state of internal communication and pinpoint its strengths and areas for improvement. The findings will help the HR department and NLA's leadership to improve current channels, create new ones based on evidence, and foster a culture of open and honest communication. As a consequence, the organisation should be better able to respond to changes in the market and laws, have more engaged personnel, and have greater operational coherence. Workers are able to share their thoughts and feelings on teamwork via the survey. Participating in the study may heighten participants' awareness of the significance of effective communication. When leaders and employees are able to communicate more effectively, the workplace improves, roles are defined more precisely, and workers feel more connected to the company's mission. Not only may the results be used by the NLA, but they can also be used by other Ghanaian state-owned firms to provide a framework for uniform internal communication policies. Effective communication practices are a crucial component of good corporate governance in public organisations. Regulatory authorities and the State Interests and Governance Authority (SIGA) may use the guidelines to promote and enforce these practices. In conclusion, this study lays forth a comprehensive plan

for public sector organisations to achieve staff alignment and, by extension, organisational excellence via the strategic use of internal communication.

1.7 Limitations of the Study

Notwithstanding the merits of this research, numerous limitations must be recognised. The study used a strictly quantitative approach, which, although effective for discerning trends and correlations, constrained the depth of understanding about workers' personal experiences, views, and interpretations of communication practices inside the NLA. Qualitative approaches, like interviews and focus groups, might have offered a more profound contextual insight. The research focused only on the National Lottery Authority, perhaps limiting the applicability of the results to other public-sector companies with varying structures, cultures, or communication methods. Time and resource limitations restricted the sample size and scope of data collection, while the reliance on self-reported data may have added a degree of respondent bias. The limitations do not diminish the importance of the findings but emphasize the need for care when generalizing the results outside the research environment.

1.8 Organisation of the Study

There are five interconnected chapters that make up this study and provide a framework for the research. By providing the necessary history and context, the first chapter establishes the study's framework. There is an explicit statement of the issue, the study's purpose, the research questions and objectives, the study's significance, its boundaries, and its scope. For the sake of readability and comprehension across the publication, this chapter also details the study's organisation. In Chapter 2, all the material that pertains to staff alignment and internal communication is reviewed in detail. Communication channels, leadership communication, two-way discussion, organisational alignment, and critical analysis of theoretical and empirical research are some of the key ideas highlighted. This chapter lays forth the theoretical

underpinnings of the research and outlines the gaps in the existing literature. The study's methodology is detailed in the third chapter. It details the study's methodology, including its design, participants, sampling techniques, data collection instruments, and analysis procedures. Included are the rationales behind the methodology' selection, any relevant ethical considerations, and the measures taken to guarantee accurate and trustworthy outcomes.

Research findings are shown, analyzed, and discussed in the fourth chapter. In light of the study questions and objectives, the data collected from the respondents is analyzed. After analysing and identifying key patterns and insights, the findings are reviewed in light of previous literature and theoretical models. An overview of the key findings is provided in the concluding chapter, which also draws conclusions and offers recommendations for the NLA's leadership, lawmakers, and scholars of the future. Additionally, it discusses the study's weaknesses and proposes future research directions. From identifying the issue to reaching a solution, this methodically organized methodology guarantees a logical progression. Examining the impact of internal communication on staff alignment is done in a straightforward and comprehensive manner.

1.9 Chapter Summary

This chapter has outlined the background, research problem, objectives, and research questions, establishing a basis for the subsequent literature review. It highlighted the importance of the research. This chapter examines the current literature and theoretical frameworks that underpin this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The present research is informed by the material reviewed in this chapter. The article delves into important research, both theoretical and empirical, that shed light on how staff alignment relates to internal communication. Beginning with an examination of what internal communication is and how it relates to staff alignment, this review moves on to examine theoretical frameworks that provide credence to this relationship. These frameworks include the Theory of Sense Making, the Communicative Constitution of Organisations (CCO) perspective, and the Organisational Alignment Model. How consistent it is, the manner leaders communicate, and the mechanics of two-way communication are some of the aspects of internal communication examined in this chapter that contribute to its efficacy in fostering alignment. The literature study also delves into the behavioural and psychological processes that link communication to alignment, such as shared mental models, perceived organisational support, and well-defined objectives. It also stresses the need of looking at how different channels of communication and company culture affect communication results. This chapter summarizes current research and identifies gaps that need more investigation, particularly in public sector contexts like Ghana's, to set the stage for future empirical studies. In order to understand how internal communication affects staff alignment, this chapter provides the necessary theoretical and analytical framework. It then guides the development of the research methodology and the interpretation of the results in the chapters that follow.

2.1 Literature Review

2.1.1 Internal Communication

According to Verčič and Vokić (2017), the term "internal communication" (IC) refers to the coordinated exchange of information and the encouragement of engagement between the management team and the staff members working for the company. The purpose of this strategic management role is to foster an environment where workers can openly communicate with one another, which in turn helps the organisation achieve its objectives. There are a few key components to IC, including leadership communication (the responsibility of managers and leaders in conveying vision and values), communication consistency (the reliability and coherence of messages across time and channels), and two-way communication (the opportunities for employees to engage in dialogue, provide feedback, and communicate with their supervisors) (Mazzei, 2010; Kang & Sung, 2017). Memos, meetings, and digital platforms like intranets and social collaboration tools are all part of a well-rounded strategy for effective internal communication (IC). For each communication, the most appropriate channel is selected according to the target demographic (Cardon & Marshall, 2021).

2.1.2 Staff Alignment

According to Alsharo et al. (2017), when staff members are aligned, it means that their objectives, behaviours, and attitudes are in harmony with the organization's strategic direction, vision, and values. When people are committed to the organization's purpose and make decisions and act consistently in a way that furthers that mission, it appears in their shared grasp of strategic objectives and their drive to achieve organisational goals. Having a deep commitment to the group and a sense of being in this together is what it means to be aligned, not only obeying the rules (Yeomans & Lennon, 2021). Signs of staff alignment include goals

clarity, strategy comprehension, and behavioural consistency. Workers need to have no trouble articulating how they contribute to the overall success of the company.

Staff alignment and internal communication are interdependent and dynamic relationships. The "what" and "why" of an organization's objectives may be better understood when leaders regularly and clearly convey them to their workforce. This has an immediate impact on the level of strategy comprehension and goal clarity among personnel. Conversely, there is more to two-way communication than only providing criticism. As a means of empowering workers to express themselves, affirming their feeling of belonging, and enhancing strategic comprehension via dialogue, it is crucial. According to Men and Bowen (2017), when employees feel heard, they are more inclined to back and agree with the organization's direction. The routes of communication allow for this exchange to occur. The communication's perceived importance, timeliness, and understandability may be influenced by the channel choice, which in turn affects how people interpret and relate to the message. In a nutshell, employees are better able to collaborate when there is open dialogue between coworkers, which fosters the development of common mental models and an atmosphere of organisational support.

2.1.3 Internal Communication and Organizational Alignment

Modern empirical research has mostly concentrated on the positive correlation between effective internal communication and strategic alignment within a company. Based on his research on Ghanaian public institutions, Agyeman (2022) concluded that better internal communication leads to better performance and coordination by making sure all workers understand the organization's goals. Also, using real-world data, Mensah and Boateng (2021) demonstrated that, particularly in bureaucratic environments where communication obstacles across levels of authority are widespread, clear internal communication structures help individuals understand each other and cooperate towards the same objectives.

By bringing together management's goals and employees' actual experiences, structured communication systems at the organisational level help get everyone on the same page (Otoo and Asare, 2023). Alignment with corporate values is improved by constant communication of vision and policy, according to their quantitative study of service companies. Findings comparable to those of Amponsah (2020) suggest that management methods that include internal communication enhance workers' feeling of belonging and shared purpose. According to Nyarko and Hinson (2024), an intermediary between organisational strategy and employee performance is internal communication. This is in the broader context of strategic management. Employees' ability to transform theoretical plans into practical ones is improved by open and honest communication inside the company, the researchers found. The results of these studies demonstrate that effective internal communication is more than just a routine administrative duty; it is a strategic instrument for aligning human resources with organisational objectives. For government agencies such as the National Lottery Authority (NLA), this is crucial.

2.1.4 Internal Communication and Employee Engagement

Another important focus in the empirical literature is the role of internal communication in boosting employee engagement and motivation. Gyamfi and Asante (2022) looked into private sector organisations and found that frequent and participatory communication increases emotional commitment, job satisfaction, and discretionary effort. Their research underscored that communication environments rich in feedback cultivate a sense of worth and recognition among employees, thereby augmenting engagement levels. Ofori and Tetteh (2023) also found that businesses with open lines of communication as part of their culture have happier workers and fewer people leaving the company. In their survey of multinational companies, they discovered that employees who receive consistent updates and commendations via internal communication channels exhibit enhanced organisational citizenship behaviours. Danso

(2021) also found that how employees feel about how open communication is is a big factor in how engaged and productive they are. Researchers have also looked at the link between communication and engagement in the public sector. Adusei (2022) looked at how state-owned businesses communicate with each other and found that inclusive methods, like town hall meetings and cross-level dialogues, make employees feel like they own the company and get them involved. These results are very similar to what happens in the NLA, where the quality and frequency of communication between leaders and staff often affect how motivated and productive employees are.

2.1.5 Leadership Communication, Trust, and Organizational Culture

Confidence, dialogue, and company ethos at work. Research consistently shows that leadership communication quality has a direct impact on workforce trust and alignment. Transparent communication is a hallmark of transformational leadership, according to Appiah and Odoom (2023). This style of leadership is believed to increase worker alignment with the organization's objective by fostering trust and commitment. Their regression-based research demonstrated that departments are more likely to work together towards a common goal when leaders are forthright and consistent in their communications. Additionally, Owusu and Amankwah (2021) found that communication-based trust mediates the relationship between leadership actions and staff output. Stronger alignment results from an open culture fostered by leaders who are empathetic, listen to input, and provide clear instructions. The significance of company culture on effective communication was also discussed by Tutu and Adomako (2020). According to their findings, organisations with participatory cultures encourage two-way communication, which boosts coordination and decreases strife inside. Leaders' use of language has a direct impact on morale and productivity in the workplace, according to research by Boateng and Sarfo (2024). A more robust alignment between individual aspirations and organisational objectives was shown in their mixed-method research that went across three ministries in

Ghana. The leaders who used narrative, conversation, and inclusion in their communication methods achieved this.

2.1.6 Communication Technology and Digital Transformation

New studies show that digital transformation has changed the dynamics of internal communication, especially in big companies with different locations. The effects of email, intranets, and corporate social networks on improving information flow and organisational cohesiveness were the subject of an empirical research by Asante and Yeboah (2023). They found that digitisation makes communication faster and more accurate, which in turn makes organisational structures more flexible and responsive. Staff members are better able to communicate and collaborate in real time when collaborative digital platforms are used, according to Adjei and Quartey (2022). This is particularly true in hybrid work environments. Digital tool use was positively correlated with workers' perceptions of inclusion in decision-making processes, according to their study. Similarly, Arthur and Oppong (2021) discovered that communication technologies promote transparency and responsibility while simultaneously making things simpler. This is particularly true in public organisations that struggle with bureaucratic lethargy. When combined with good leadership communication, digital internal communication systems boost staff alignment, according to research by Koomson and Agyapong (2024). Technology is not enough to guarantee alignment, according to their structural equation model; an organisational culture that encourages open communication and constructive criticism is essential for this to work. In the NLA, where the use of technologically-based communication tools has the potential to increase openness and harmony, this discovery takes on further significance.

2.1.7 Strategic Internal Communication and Organizational Performance

There is a large body of evidence linking effective internal communication to superior business results. Effective message distribution improves operational efficiency, which in turn increases organisational production (Darko and Nyame, 2021). They found that departments worked together more effectively and conflicts were less common in firms where communication was well-planned.

Businesses are better able to adapt to ever-changing business environments when strategic internal communication fosters creativity and flexibility, as shown by Addae and Frempong (2023). They found that manufacturing businesses' organisational learning was enhanced by communication systems that encouraged idea exchange and feedback loops. Research by Adom and Agyapong (2022) shows that effective internal communication plays a crucial role in facilitating the effectiveness of strategies by mediating the link between strategy implementation and performance results. These findings corroborate those of Aboagye and Mensah (2024), who found that effective communication tactics improve decision-making, teamwork, and customer happiness. According to their findings, effective internal communication acts as the "organisational bloodstream," allowing for the dissemination and implementation of strategic goals. Taken as a whole, these data points confirm that, particularly in complex organisations like the NLA, effective communication is crucial for managers and strategists to achieve alignment and performance.

2.2 Theoretical Review

Theoretical models are collections of knowledge that try to identify, understand, and explain concepts. This study is based on three main theories: the Organisational Alignment Model, the Communicative Constitution of Organisations (CCO) perspective, and the Theory of Sense making. These theories provide significant insights into the mechanisms by which communication influences collective comprehension and coordinated action.

2.2.1 The Organisational Alignment Model

Organisational performance is maximized when key components are in sync and supporting one another, according to the Organisational Alignment Model, which has been compiled by researchers like Tosti and Herbst (2009). Personnel, tactics, ethos, and framework are often comprised of these components. The single most critical component that keeps everything in place is communication inside the organisation. It ensures that the workforce is aware of and adheres to the plan within the bounds of predetermined cultural norms and reporting structures. Efficiency and effectiveness are enhanced when individuals' actions are in harmony with the organization's objectives, a state known as alignment. According to this paradigm, communication is not an afterthought but an essential management tool for tying together specific responsibilities with overarching organisational objectives. Leaders of the NLA must set an example for their staff by being consistent and transparent about the organization's objective, goals (such as combating illicit lotteries and boosting income), and ethical standards. Each and every one of our employees, from the DG (Director General) on down to the smallest regional agent, plays a critical role in ensuring that our company achieves its objectives. Using the model's diagnostic tools, you may determine whether anything is amiss; the model posits that poor strategy communication is a common cause of execution issues.

2.2.2 The Communicative Constitution of Organisations (CCO) Perspective

A key theoretical framework in the field of communication studies, the CCO viewpoint is most often associated with the work of McPhee and Zaug (2000) and similar scholars. Its basic tenet is that organisations are not static repositories of information but rather are created and maintained by dynamic processes of communication. Conversational patterns, the interchange of texts (memos, reports, emails), and the continual contacts among its members are the basis for an organisation like the NLA, according to this view. Without dialogue, the company could not continue to function as an integrated whole. Under this view, internal communication is

transformed from a mere tool into the bedrock of the company. Quality, openness, and inclusivity of communication have a direct impact on the organization's reality, according to this theory. For instance, if the majority of the NLA's communication is closed and top-down, it indicates that the hierarchy is reinforced and workers are given less autonomy to act. Conversely, a more conversational and collaborative approach to communication makes the organisation more adaptable and open to change. In this research, the CCO viewpoint highlights the need of changing communication patterns that "create" the NLA. This will promote a shared knowledge and a collaboratively created alignment, which is necessary for improving staff alignment.

2.2.3 The Theory of Sense making

The Theory of Sense Making by Karl Weick (1995) describes how individuals and communities deal with complex and ambiguous environments. People constantly interact with their surroundings, gather information, and then interpret it to develop a story that guides their behaviours; this process is called sense creation. The "cues" that workers use to make sense of things in the workplace often come from internal communications. The NLA's staff doesn't just absorb new strategic directives or policy changes; they analyze and comprehend them. Collaborating with their colleagues, they decipher the significance of the leader's statement and consider its relevance to their own experiences. How credible, consistent, and easy to understand the message has a significant impact on how this sense-making process turns out. On one hand getting people on the same page may be challenging when communication is unclear or inconsistent, which in turn causes anxiety, misunderstanding, and the creation of negative narratives. On the other one, when people are able to express themselves clearly and credibly, they are more likely to form shared narratives and interpretations, which in turn makes it easier to work together to achieve common goals. Understanding how internal

communication helps or hinders staff alignment depends on this theory's explanation of the cognitive and social processes at play.

2.3 Chapter Summary

This Chapter explained the literature of the study and was underpinned by the Organisational Alignment Model, CCO viewpoint, and Theory of Sense. The interplay of these three concepts provides a complete picture of the role that communication plays in the structure and operation of any given organisation. The Chapter laid out the groundwork for internal communication and staff alignment, explaining their main features and how they interact with one another.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The methodology used to investigate the impact of internal communication on staff alignment at Ghana's National Lottery Authority (NLA) is detailed in this chapter. Ethical considerations, research methodology, study population, sampling techniques, data gathering instruments, validity and reliability analyses, and data analysis procedures are all covered in great depth. To facilitate the acquisition of valuable information, the chapter verifies that the methodologies are solid and consistent with the study's objectives.

3.1 Research Design

Quantitative research design and a case study strategy are employed to systematically assess the influence of internal communication on staff alignment at the NLA. This method focusses on gathering and examining numerical data to find patterns, correlations, and statistical links between important factors like communication consistency, leadership communication, two-way communication, and staff alignment indicators (Kang & Sung, 2017; Mishra et al., 2019). The case study methodology is suitable as it facilitates a comprehensive, contextual examination of a singular entity (the NLA), yielding profound, specific insights that are anchored in reality (Yin, 2018). A structured questionnaire comprising closed-ended questions and Likert-scale items will be employed to quantify respondents' perceptions and experiences, facilitating comprehensive statistical analysis of trends (Agyemang & Ofori, 2022). The justification for this design is its ability to objectively assess the impact of internal communication among a sample of NLA staff, guaranteeing generalizability within the organisation and offering replicable metrics for subsequent research.

3.2 Population of the Study

The intended recipients are all Ghanaian citizens who work full-time for the National Lottery Authority (NLA). Members of this group hail from many departments, including Administration, Finance, Operations, Marketing, and Sales, in addition to those from the Accra headquarters and other regional offices. The effectiveness of the NLA hinges on this group's alignment, and they are the primary recipients of internal communications. Workers need to have been on the job for six months or more to have a good feel for the company's communication style.

3.3 Sampling and Sample Techniques

To make sure that all of the important organisational levels are represented, a stratified random sampling method will be used. These levels include department, job level (senior management, middle management, junior staff), and location (head office vs. regional offices) (Creswell & Creswell, 2018). The population will be divided into these subgroups to get a range of points of view and make cross-group comparisons more accurate. Out of an estimated 600 permanent employees, 240 will be chosen to answer the survey. This sample size is statistically valid for attaining a 95% confidence level with a 5% margin of error, thereby ensuring robustness in quantitative analyses (Cohen et al., 2019). The stratified sampling method guarantees proportional representation of each subgroup, reducing sampling bias and facilitating accurate analysis of the effects of communication on various segments of the workforce

3.4 Data Collection Instrument and Procedure

A structured, self-administered questionnaire will be the main tool for collecting data. There will be four parts to it: Part A: Information about the people, such as their department, job level, and length of service. Section B: Internal communication practices, with a five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) to measure things like consistency, leadership communication, and two-way communication. Section C: Staff Alignment, using a five-point

Likert scale to measure strategic understanding, goal clarity, and behavioural consistency. To make sure that everyone gets the questionnaire, it will be sent out digitally by email and the organization's internal platforms. In areas where digital access is limited, it will be sent out in person. There will be a cover letter with the questionnaire that explains the study's purpose and makes sure that the information is kept private.

3.5 Data Analysis Procedure

To analyze the data, SPSS (Version 26) will be used. We will use descriptive statistics such as means, standard deviations, percentages, and frequencies to summarize the demographic data and overall trends for each variable. To examine the relationships between staff alignment and the various components of internal communication, we will use Pearson correlation analysis, a kind of inferential statistics. To determine the combined and independent predictive power of the communication factors for staff alignment, we will use multiple regression analysis. To compare the perspectives of various demographic groups (such as work level or department), we will use independent t-tests and ANOVA.

3.6 Validity and Reliability

The questionnaire will be double-checked for validity by two professionals in the fields of organisational communication and management. Thirty NLA employees who will not be included in the final sample will take a pilot exam to see how reliable, relevant, and clear the information is. The internal consistency of the Likert scales will be measured using Cronbach's Alpha. There should be no more than a 0.7 (Roberts & Davis, 2021).

3.7 Ethical Consideration

The appropriate Institutional Review Board (IRB) will be contacted in order to seek ethical clearance. Obtaining approval from NLA management is a prerequisite to data collection. We will ensure that all participants' names and personal information are kept confidential and get

their informed permission before they participate. Everyone who takes part in the research will know that they may stop at any moment and not have to pay a fine. All information collected will be securely stored and used only for the purpose of this research.

3.8 Chapter Summary

This chapter discussed the quantitative methodology, Research design, population of the study, sampling and sample techniques, data collection instruction and procedure, data analysis procedure, validity and reliability and ethical consideration. The chapter that follows discusses the findings and results of the study.

4.0 CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.1 Introduction

This chapter presents and analyses the data collected from employees of the National Lottery Authority (NLA) regarding the effect of internal communication on staff alignment. Quantitative data were analyzed using descriptive and inferential statistics in SPSS. The analysis is structured around the study's three research objectives and corresponding questions:

1. The effectiveness of internal communication channels at the NLA.
2. The level of staff alignment with the NLA's strategic goals and vision.
3. The relationship between internal communication dimensions and staff alignment.

4.2 Response Rate

Out of 240 questionnaires distributed, 210 were returned, representing an 87.5% response rate, which is adequate for reliable statistical analysis. This high rate reflects strong cooperation from staff and indicates awareness of the topic's relevance within the organization.

Questionnaire	Count	Percentage (%)
Returned	210	87.50
Not Returned	30	12.50
Total	240	100.0

4.3 Demographic Characteristics of Respondents

Understanding the demographic characteristics of respondents is crucial for evaluating their views on internal communication and employee alignment. The demographic distribution illustrates the variety within the NLA workforce and provides insights into how various segments perceive communication flow, leadership statements, and alignment with organizational objectives.

Table 4.2: Background Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	125	59.5
	Female	85	40.5
Age	20–30	32	15.2
	31–40	96	45.7
	41–50	57	27.1
	51 and above	25	11.9
Department	Sales/Marketing	65	31.0
	Finance	42	20.0
	Operations	38	18.1
	Administration	33	15.7

Variable	Category	Frequency	Percentage (%)
	Others	32	15.2
Work Experience	<5 years	49	23.3
	5–10 years	92	43.8
	>10 years	69	32.9

Source: Field Survey (2025)

Out of the 210 responders, 125 (59.5%) were male, and 85 (40.5%) were female. This signifies a workforce that is mostly comprised of males, a trend seen in several Ghanaian public institutions where operational and technical divisions, which have historically been male-centric, represent a greater share of the personnel (Amponsah & Van der Walt, 2022). The gender distribution indicates substantial female presence, implying that the NLA has advanced in gender inclusion across administrative and marketing sectors. Gender diversity improves internal communication dynamics, since prior research indicates that mixed-gender workplaces promote diverse communication viewpoints and more equitable decision-making (Yeomans & Lennon, 2021). This variety probably enhances communication and promotes more alignment across departments.

The results indicate that most respondents are in the 31–40 age bracket (45.7%), followed by those in the 41–50 age range (27.1%). Employees aged 20 to 30 constitute 15.2%, while those aged 51 and older represent 11.9%, indicating a lower proportion. This pattern suggests that the NLA workforce mostly consists of individuals in their youth to mid-career stages, consistent with Ghana's overall public-sector employment trend, where most employees fall within the productive age range. Mid-career professionals often exhibit professional maturity and flexibility to organizational change, making them suitable candidates for projects that need

alignment with strategic goals. The prevalence of this age group suggests that digital communication channels, such as intranet platforms and WhatsApp groups, are likely beneficial, since younger and mid-career workers tend to be technologically adept and open to technology-mediated communication (Cardon & Marshall, 2021).

The reduced proportion of workers aged 51 and older indicates a possible generational divide in communication preferences, with older employees likely preferring formal and in-person communication techniques. Closing this gap is essential for attaining consistent alignment throughout all age groups. The departmental distribution indicates that Operations (31%), Finance (20%), and Sales/Marketing (18.1%) constitute the bulk of responses, followed by Administration (15.7%) and other support units (15.2%). This structure reflects the NLA's organizational framework, whereby operational and financial divisions are the foundation of everyday lottery operations. Extensive departmental representation indicates that internal communication spans both core and support functions. Nonetheless, it suggests differing levels of communication intensity: operational units probably get more regular information about execution, whilst administrative and marketing units focus more on strategic messaging.

This variance emphasizes the need for channel-specific communication methods to maintain consistency and clarity of communications across departments. According to Kang and Sung (2017), connecting departmental objectives with broader organisational goals necessitates consistent and inclusive internal communication across all functional domains. The predominant group of responders has 5–10 years of experience (43.8%), followed by those with over 10 years (32.9%) and those with less than 5 years (23.3%). This distribution indicates that the majority of participants had substantial institutional experience, essential for meaningful insights regarding communication efficacy. Employees with more than five years of employment are often acquainted with both the official and informal communication networks of the business. Their replies provide a dependable evaluation of the evolution of

communication techniques and their alignment with organisational objectives. Veteran workers are often more perceptive to changes in communication dynamics and leadership approaches, which affect their sense of alignment (Appiah & Odoom, 2023). The inclusion of younger workers with less tenure brings new insights into digital communication and participation behaviours, thereby enhancing the overall assessment.

4.4 Main Study Findings

Objective One: The effectiveness of internal communication channels at the NLA.

4.4 Effectiveness of Internal Communication Channels

Participants evaluated the efficacy of current communication methods, including email, meetings, intranet, notes, WhatsApp groups, and notice boards, using a 5-point Likert scale.

Table 4.3: Effectiveness of Internal Communication Channels

Statement	Mean	Std. Dev.
Information from management is clear and timely.	4.12	0.76
I can access organisational updates through the intranet or digital platforms.	3.98	0.81
Staff meetings are effective in clarifying organisational goals.	4.05	0.79
Communication across departments is consistent.	3.72	0.88
Feedback from employees is acknowledged by management.	3.65	0.90

Source: Field Survey (2025)

The mean scores, ranging from 3.65 to 4.12, indicate that most respondents agreed or strongly concurred with the statements evaluating the efficacy of internal communication within the National Lottery Authority (NLA). The highest-rated item, “Information from management is

clear and timely” ($M = 4.12$, $SD = 0.76$), suggests that workers often see management communication as coherent, comprehensible, and timely. This study indicates that the NLA's leadership emphasises clarity and timeliness in communication, allowing personnel to make educated judgements and execute directions promptly. Effective and prompt communication enhances alignment by guaranteeing that all workers comprehend strategic goals and operational demands concurrently.

The second-highest score, “Staff meetings are effective in clarifying organisational goals” ($M = 4.05$, $SD = 0.79$), indicates that regular meetings continue to serve as a crucial channel for interaction and sense-making inside the company. These sessions allow workers the chance to analyse strategic concerns, pose enquiries, and align departmental aims with overarching institutional goals. This corroborates the Communicative Constitution of Organisation (CCO) approach, which asserts that organisations are perpetually constructed and sustained via communication. The NLA's management uses meetings not just to convey information but also to cultivate mutual understanding and alignment across various organisational levels. Access to organisational updates via digital platforms had a high rating ($M = 3.98$, $SD = 0.81$), indicating a favourable perception of the Authority's use of technology-driven communication tools, including intranet portals, corporate emails, and WhatsApp groups.

The finding indicates that digital transformation has enhanced knowledge distribution and inclusivity among personnel. The somewhat lower mean in comparison to leadership communication suggests that, while digital tools are available, access and utilisation may range within departments, maybe owing to variations in digital literacy or infrastructure availability. Cardon and Marshall (2021) assert that technology improves communication alone when underpinned by a culture of involvement and feedback, emphasising the need for ongoing investment in both digital infrastructures and user training. The assertion "Communication across departments is consistent" yielded a modest mean of 3.72 ($SD = 0.88$). This suggests

that although communication inside the NLA is mostly favorable, there are sporadic discrepancies in horizontal information exchange. In intricate public organisations, departmental silos and bureaucratic layers sometimes obstruct message consistency.

The comparatively lower ranking indicates areas where interdepartmental coordination especially between the head office and regional branches requires improvement. Ensuring consistent message delivery across divisions will minimize uncertainty and enhance group performance. The item with the lowest rating, “Feedback from employees is acknowledged by management” ($M = 3.65$, $SD = 0.90$), indicates a deficiency in bilateral communication. While workers typically acknowledge the presence of communication, the lower average indicates that management's reaction to employee input is constrained or not consistently apparent. This aligns with previous research (Mazzei, 2010; Men & Bowen, 2017), which underscores the notion that communication efficacy encompasses not only message transmission but also active listening and the integration of feedback. In the absence of frequent recognition, workers may perceive that their perspectives do not impact decision-making, thus undermining trust and cohesion. Implementing consistent feedback mechanisms such as staff surveys, town-hall meetings, and intranet suggestion platforms would rectify this deficiency and improve participatory communication. The results indicate that internal communication at the NLA is mostly successful, with an overall mean of 3.90, reflecting a high degree of employee satisfaction. The findings indicate that clarity, punctuality, and organized meetings have substantially enhanced organisational alignment. Nonetheless, modest evaluations of interdepartmental coherence and feedback acknowledgement suggest opportunities for management improvement. According to the Organisational Alignment Model (Tosti & Herbst, 2009), good communication serves as the cohesive force that unifies strategy, culture, and performance. Thus, while NLA's internal communication methods are praiseworthy,

improving feedback responsiveness and inter-departmental cooperation would further reinforce alignment and maintain a unified corporate culture.

Objective Two: The level of staff alignment with the NLA’s strategic goals and vision.

4.5 Level of Staff Alignment

Three indicators, strategic understanding, goal clarity, and behavioural consistency, were used to measure alignment.

Table 4.4: Level of Staff Alignment

Indicator	Mean	Std. Dev.
I understand the NLA’s mission and strategic objectives.	4.21	0.66
My daily tasks contribute to the achievement of NLA’s goals.	4.08	0.70
I act consistently with the organisation’s values.	4.15	0.63
I receive sufficient information to understand policy changes.	3.84	0.82
The objectives of my department are aligned with corporate strategy.	3.95	0.77

Source: Field Survey (2025)

The findings indicate that respondents mostly agreed with the assertions about staff alignment within the National Lottery Authority (NLA), with mean values between 3.84 and 4.21. The question with the highest rating, “I understand the NLA’s mission and strategic objectives” (M = 4.21, SD = 0.66), reflects a robust level of knowledge and understanding of the organization’s strategic direction. This indicates that the Authority's communication initiatives specifically leadership briefings, staff meetings, and written policy documents, have successfully articulated the organization's objective to workers. When employees comprehend

organisational objectives, they are more effectively equipped to align their actions and conduct towards attaining them. This elevated strategic understanding underpins the Organisational Alignment Model, which posits that a clear purpose is essential for aligning employee efforts with institutional aims.

The second-highest score ($M = 4.15$) was noted for the statement, “I act consistently with the organization’s values.” This indicates that workers see their actions, choices, and attitudes as consistent with the NLA's ethical and operational standards. A significant degree of behavioural consistency indicates a common corporate culture in which standards and values are broadly understood and enacted. This also demonstrates efficient internal communication, as value alignment transpires when employees consistently receive signals, reminders, and reinforcement regarding the organization's principles. Yeomans and Lennon (2021) assert that such consistency is a crucial sign of effective alignment, since personnel embody the organisational culture via their everyday behaviour. A significant consensus was observed on the statement, “My daily tasks contribute to the achievement of NLA’s goals” ($M = 4.08$, $SD = 0.70$), indicating that workers see a distinct correlation between their responsibilities and the organization’s overarching aims.

This conclusion underscores a robust feeling of purpose and job clarity among employees, indicating that communication from supervisors and departmental leaders adequately elucidates how individual responsibilities contribute to organisational success. When workers comprehend their contributions, motivation and responsibility enhance, crucial elements for maintaining alignment in dynamic public organisations like the NLA. The moderate evaluation of “The objectives of my department are aligned with corporate strategy” ($M = 3.95$, $SD = 0.77$) indicates that the majority of workers see a favorable alignment between departmental objectives and the organization’s overall plan. Nonetheless, the somewhat lower average in relation to strategic comprehension and value-driven conduct indicates that certain departments

may encounter modest deficiencies in the transmission of strategic goals downstream. In organisations with several tiers and divisions, variations in leadership styles or departmental communication methods might influence the efficacy of corporate strategy interpretation and execution.

This corresponds with empirical research (Agyeman, 2022) indicating that departmental alignment often relies on the consistency and regularity of communication from mid-level managers. The minimum score ($M = 3.84$, $SD = 0.82$) was noted for the statement, “I receive sufficient information to understand policy changes.” Despite being above the midpoint, the decreased mean indicates that workers comprehend the overarching goal, however they often lack sufficient knowledge about changes to rules, processes, and regulatory decisions. Communication of policies within public sector contexts is often complex, characterized by specialized terminology and several levels of approval, thereby hindering or obscuring message clarity. This discovery signifies the need for the NLA to enhance its communication protocols throughout transitional phases, including the revision of operational policies, the introduction of new technology, or the implementation of reforms. Enhancing policy communication would mitigate uncertainty and strengthen organisational coherence, especially among employees whose functions rely on explicit procedural guidance.

The findings indicate robust staff alignment inside the NLA, shown by an overall mean of 4.05, which signifies elevated levels of strategic comprehension, value-driven conduct, and recognised individual contributions to organisational objectives. Moderate ratings in departmental alignment and policy communication indicate potential areas for improvement. These results correspond with the Sense-Making Theory, which posits that workers get alignment when they can consistently read and comprehend organisational events, rules, and communications. The NLA's robust alignment levels suggest effective internal communication

systems; nonetheless, improved information dissemination, particularly during policy alterations, would strengthen organisational cohesiveness and collective performance.

Objective Three: Relationship between Internal Communication and Staff Alignment

Table 4.5: Correlation Analysis

Variables	Communication Consistency	Leadership Communication	Two-Way Communication	Staff Alignment
Communication Consistency	1			
Leadership Communication	.712**	1		
Two-Way Communication	.654**	.688**	1	
Staff Alignment	.702**	.758**	.693**	1

Source: Field Survey (2025)

The correlation results indicate robust and statistically significant positive associations among the three dimensions of internal communication: communication consistency, leadership communication, and two-way communication and staff alignment, with correlation coefficients (r) between .654 and .758. All associations are statistically significant at the $p < 0.01$ level, as shown by the double asterisks (**). The results indicate that enhancements in internal communication across these dimensions correlate with an improvement in staff alignment within the National Lottery Authority (NLA). Leadership communication had the most significant link with staff alignment ($r = .758$), indicating that workers who see leadership

communications as clear, transparent, and meaningful are more inclined to align with organisational objectives, values, and strategies. This corresponds with past studies indicating that leadership communication is crucial in influencing workers' comprehension of organisational objectives and cultivating trust and commitment (Appiah & Odoom, 2023).

The magnitude of this link further corroborates the Communicative Constitution of Organisation (CCO) approach, which asserts that leaders function as principal "sense-givers," assisting workers in interpreting organisational changes and strategic direction. Within the framework of the NLA, effective leadership communication emerges as a crucial catalyst for group comprehension and coordinated action. Communication consistency demonstrated a robust and significant link with staff alignment ($r = .702$). This discovery highlights the need of conveying messages that are logical, timely, and consistent across several platforms and departments. Consistent messaging reduces uncertainty and competing interpretations among workers, so improving their capacity to align with organisational goals. Consistent communication strengthens predictable information flow, facilitating employee interpretation of management choices and ensuring behavioural congruence.

This reinforces the Organisational Alignment Model, which highlights consistency as a vital component in aligning corporate aim with employee behaviour. Two-way communication had a robust link with staff alignment ($r = .693$), underscoring the importance of feedback, conversation, and employee engagement in communication procedures. When workers feel acknowledged and may express problems, recommendations, or explanations, they are more inclined to internalize organisational objectives and have a feeling of ownership. This aligns with Mazzei (2010), who contended that bidirectional communication improves employee engagement and fortifies organisational identity. The discovery aligns with Weick's Sense-Making Theory, which posits that workers create a collective knowledge via engaged communication rather than passive processing of messages. For the NLA, this indicates that

measures such as staff meetings, feedback channels, and open-door rules significantly enhance staff alignment.

The correlation findings indicate robust positive correlations among the internal communication variables. Leadership communication is significantly associated with communication consistency ($r = .712$) and two-way communication ($r = .688$), indicating that good leadership communication enhances message coherence and promotes open discourse within the company. This interconnection signifies that communication elements function collaboratively rather than in isolation, therefore enhancing one another to provide a holistic communication environment. An efficient communication system relies on proficient leadership, message uniformity, and avenues for engagement. These findings affirm that internal communication is essential and multifaceted in promoting staff alignment at the NLA. Significant correlations across all communication aspects indicate a strong link between the dissemination of information, employee interpretation, and their alignment within the organization's strategic framework. The results indicate that enhancing any aspect of communication, especially leadership communication, is likely to improve staff alignment. These findings align with the previous research, which underscores that communication is not just a supportive role but a strategic instrument for coordinating behaviour and sustaining organisational cohesiveness (Kang & Sung, 2017).

Discussion of Findings

The study's results demonstrate that internal communication substantially affects staff alignment within the National Lottery Authority (NLA). The demographic analysis of responses indicated a workforce mostly within the productive age range of 31–40 years, with significant representation from those aged 41–50. This distribution indicates that the company mostly consists of mid-career individuals who have the experience and maturity to comprehend and react to communication initiatives. The balanced gender representation and extensive

departmental involvement suggest that the results include a variety of perspectives within the company. The majority of respondents had over five years of professional experience, indicating substantial knowledge with the NLA's communication systems, so rendering their replies reliable for assessing communication practices and alignment results.

The evaluation of internal communication efficacy indicated that workers mostly see communication inside the NLA as clear, organized, and prompt. The top-rated factor such as clarity and timeliness of information from management, illustrates that leadership significantly influences the quality of communication. Staff meetings were seen as beneficial in elucidating organisational objectives, affirming that in-person or interactive communication fosters a collective comprehension. Digital platforms received favorable ratings, but somewhat lower, indicating that while technical tools are accessible, their access and use may vary across units. Simultaneously, diminished scores for interdepartmental communication and feedback recognition indicate prevailing communication deficiencies. The findings indicate that whereas vertical communication (top-down) is robust, horizontal communication and participatory feedback mechanisms need enhancement to facilitate comprehensive alignment.

The results indicate that staff alignment within the NLA is mostly robust. Employees exhibited a profound comprehension of the organization's purpose and strategic goals, suggesting that leadership effectively communicates strategic information. Participants recognised that their everyday responsibilities align with organisational objectives and that they behave in accordance with the organization's principles. This indicates a well-developed company culture in which expectations and behavioural norms are well understood. Nonetheless, diminished evaluations for departmental alignment with corporate strategy and the adequacy of information on policy changes highlight areas for potential improvement in communication, particularly during transitions or organisational reforms. These results correspond with sense-

making theory, which asserts that workers perceive and implement organisational messages more efficiently when information is comprehensive, interactive, and timely.

The correlation research further substantiated the relationship between internal communication and employee alignment. Leadership communication had the most significant correlation with staff alignment, affirming that clear, credible, and engaging leadership communications are essential for ensuring workers comprehend and endorse organisational direction. The correlation between communication consistency and two-way communication with alignment indicates that clear message and feedback opportunities foster unity and a common goal. The findings corroborate the corporate Alignment Model, highlighting communication as the integrative process that aligns individual behaviours with corporate goals. The robust interconnections among communication factors indicate that successful communication is multifaceted and mutually reinforcing. The results suggest that internal communication functions as a strategic instrument for enhancing staff alignment at the NLA.

The integration of consistent message, robust leadership communication, and somewhat effective feedback mechanisms has resulted in substantial staff comprehension, goal clarity, and behavioural alignment. However, aspects such as horizontal communication and feedback responsiveness need focus to avert fragmentation and guarantee that all departments progress in a cohesive path. The findings indicate that improving two-way communication channels, fortifying policy communication, and synchronizing interdepartmental information flow will enhance organisational cohesiveness. The results affirm that internal communication is not only an operational role but a fundamental catalyst for strategy alignment and organisational effectiveness within the National Lottery Authority.

Chapter Summary

This chapter presented, evaluated, and discussed the empirical data on the impact of internal communication on staff alignment within the National Lottery Authority (NLA). The chapter started with detailing the demographic characteristics of respondents, indicating a primarily mid-career workforce with considerable institutional experience and extensive departmental representation. These attributes established a reliable basis for evaluating communication methods across the company.

The evaluation of internal communication efficacy revealed that workers mostly see the NLA's communication as lucid, prompt, and conducive to strategic comprehension. Leadership communication and staff meetings received excellent ratings, however interdepartmental communication and feedback acknowledgement were scored moderately, indicating significant deficiencies in horizontal information flow and participative communication. The evaluation of staff alignment indicated high levels of strategic comprehension, value-driven conduct, and clarity of roles among workers. The comparatively lower mean ratings for departmental alignment and policy communication indicated a need for enhanced clarity during organisational changes and increased dissemination of strategic goals across units.

The correlation findings revealed robust and statistically significant associations between all elements of internal communication and staff alignment. Leadership communication was identified as the most significant predictor of alignment, followed by communication consistency and bidirectional communication. These results affirm that communication is not only a supportive role but a strategic catalyst for organisational cohesiveness, trust, and a common purpose. The analysis of results demonstrated explicit connections between the empirical data and the theoretical frameworks behind the research, including the Organisational Alignment Model, the Communicative Constitution of Organisation (CCO) viewpoint, and Sense-Making Theory. This chapter illustrated that good internal communication—especially

robust leadership messaging, consistent information dissemination, and avenues for employee feedback—is essential for promoting alignment inside the NLA. The subsequent chapter summarizes the principal results, formulates conclusions, and presents solutions to improve communication methods and reinforce staff alignment across the company.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key findings from the research, formulates conclusions based on the goals, and presents actionable suggestions for improving internal communication and staff alignment within the National Lottery Authority (NLA). The chapter delineates the study's shortcomings and proposes avenues for further investigation.

5.2 Summary of the Study

The main goal of this research was to investigate the impact of internal communication on employee alignment within the National Lottery Authority (NLA) of Ghana. The study used a quantitative research approach to examine answers from 210 workers across many departments and geographies. Internal communication was evaluated based on communication consistency, leadership communication, bidirectional communication, and the efficacy of communication channels, whilst staff alignment was gauged via strategic comprehension, goal clarity, and behavioural consistency. The research started with a comprehensive literature analysis examining pertinent theories such as the Organisational Alignment Model, the Communicative Constitution of Organisation (CCO) viewpoint, and Sense-Making Theory.

The conceptual and empirical analyses demonstrated that internal communication is essential for cultivating shared understanding, employee engagement, and organisational effectiveness. Data obtained via a structured questionnaire were examined using descriptive and inferential statistics. The demographic profile of responses indicated a seasoned, experienced, and diversified workforce, offering dependable insights into the organization's communication dynamics. The results indicated that internal communication within the NLA is mostly successful, with workers expressing elevated levels of message clarity, timeliness, accessibility

to digital platforms, and the utility of staff meetings. Nevertheless, modest ratings on interdepartmental communication and managerial response to feedback highlighted areas for development.

The investigation further demonstrated robust staff alignment, with workers exhibiting a profound strategic comprehension, behavioural congruence with organisational principles, and knowledge of their contributions to the NLA's objectives. However, issues were observed about the sufficiency of information regarding policy changes and the alignment of departmental goals with company strategy. Correlation study revealed robust, positive, and statistically significant associations across all parameters of internal communication and staff alignment. Leadership communication appeared as the most significant predictor, followed by communication consistency and bidirectional communication. These results affirm that internal communication is essential for cultivating a unified and strategically oriented staff.

5.3 Conclusions

The study's results provide numerous significant implications about the function of internal communication in fostering staff alignment within the National Lottery Authority (NLA). The research demonstrates that internal communication significantly and positively affects staff alignment, since effective communication improves workers' comprehension of strategic objectives, supports shared organisational values, and fosters collaborative behaviour. Of the communication variables analyzed, leadership communication proved to be the most significant catalyst for alignment. Lucid, open, and prompt communication from leaders influences workers' understanding of organisational strategy and bolsters trust and commitment inside the business. The findings indicate that consistent communication is crucial for minimizing ambiguity and enhancing clarity; when information is coherent and universally presented, workers more properly comprehend corporate goals and align their activities appropriately.

Moreover, two-way communication has been shown to enhance engagement and collective ownership, since chances for feedback allow workers to feel involved in decision-making processes and facilitate the internalization of organisational objectives, however the existing feedback systems at the NLA need improvement. Although overall staff alignment is robust, the data reveal disparities in alignment within departments, indicating deficiencies in policy communication and the need for more cross-functional cooperation. The research indicates that internal communication is not only a support function but a strategic asset that, when handled properly, bolsters organisational cohesiveness, boosts performance, and promotes alignment throughout the NLA.

5.4 Recommendations

The study's results highlight many areas in which the National Lottery Authority (NLA) can fortify its internal communication methods to improve worker alignment. The Authority should prioritize enhancing two-way communication by implementing structured feedback platforms, including regular town-hall meetings, anonymous digital suggestion systems, and periodic employee surveys. These measures will promote transparency, stimulate employee involvement, and enhance engagement. Moreover, leadership communication needs to be improved by providing managers and supervisors with essential communication and interpersonal skills to convey messages effectively, openly, and consistently. Investing in leadership communication training will enhance trust, clarity, and commitment among employees. A crucial tip is to enhance interdepartmental communication by fostering cross-functional cooperation and enabling seamless information flow across departments. Establishing interdepartmental groups or using collaborative digital technologies may facilitate communication.

Furthermore, the NLA need to enhance the clarity and accessibility of communications about policy modifications. Creating concise policy briefs, explanatory documents, and accessible

guides will enhance comprehension and reduce ambiguity during organisational transformations. The Authority is advised to modernize and consolidate its communication channels by merging current digital platforms, including emails, intranet portals, and WhatsApp groups, into a cohesive communication system that facilitates real-time information sharing. The NLA should strive to institutionalize a culture of open and transparent communication by integrating communication values into organisational policies, implementing regular communication sensitization programs, and acknowledging departments that exhibit exemplary communication practices. These initiatives will together improve organisational cohesiveness, promote alignment, and bolster overall performance.

5.5 Suggestions for Further Research

Further research may investigate the communication–alignment link using a mixed-methods approach that integrates quantitative surveys with qualitative interviews or focus groups. This would include both data patterns and profound insights into workers' lived experiences. Comparative analyses across other public-sector organisations, or between public and private entities, would ascertain the validity of the NLA results in different organisational situations. Subsequent study may explore the moderating influences of organisational culture, leadership style, or technology preparedness on the link between communication and alignment. Furthermore, research might investigate the impact of digital transformation projects on communication patterns over time or evaluate the relevance of informal communication networks on alignment results. This study would enhance the current literature and provide more thorough suggestions for public-sector communication improvements.

5.7 Chapter Summary

This chapter summarized the central findings of the study, drew conclusions, and presented practical recommendations for enhancing internal communication and staff alignment within the NLA. The chapter established that internal communication—particularly leadership communication, message consistency, and opportunities for employee feedback—plays a critical role in shaping alignment across the organisation. It further highlighted that although alignment levels are generally strong, challenges remain in areas such as policy communication and interdepartmental information sharing. The recommendations provided aim to address these gaps and strengthen communication practices to enhance organisational cohesion and effectiveness. The chapter also outlined the study’s limitations and proposed avenues for future research to build on the current findings. Overall, the chapter reinforces the importance of communication as a strategic asset essential for achieving alignment and improving performance in public-sector organisations.

This chapter encapsulated the primary results of the research, formulated conclusions, and offered pragmatic solutions for improving internal communication and staff cohesion inside the NLA. The chapter demonstrated that internal communication—specifically leadership communication, message consistency, and avenues for employee feedback—significantly influences alignment within the company. It emphasized that although alignment levels are mostly robust, issues persist in aspects such as policy communication and interdepartmental information exchange. The proposals aim to rectify these deficiencies and fortify communication techniques to improve organisational cohesiveness and efficacy. The chapter delineated the study's limitations and suggested directions for future research to expand upon the existing results. The chapter underscores the significance of communication as a strategic asset vital for attaining alignment and enhancing performance in public-sector organisations.

QUESTIONNAIRE

THE INFLUENCE OF INTERNAL COMMUNICATION ON STAFF ALIGNMENT AT THE NATIONAL LOTTERY AUTHORITY (NLA)

Dear Respondent,

This questionnaire is part of an academic study titled “**The Influence of Internal Communication on Staff Alignment at the National Lottery Authority (NLA).**” The study seeks to examine how communication practices within the organisation shape employees’ understanding of strategic goals, their level of alignment, and their overall contribution to organisational performance.

All responses will be treated with strict confidentiality and used solely for academic purposes.

Kindly answer each question honestly and to the best of your knowledge.

Thank you for your time and cooperation.

SECTION A: RESPONDENT’S BIOGRAPHIC DATA

Please tick [✓] where appropriate.

Gender

Male

Female

Age

20–30 years

31–40 years

41–50 years

51 years and above

Department

Operations

Finance

Marketing

Administration

Other (specify): _____

Position / Rank

Senior Management

Middle Management

Junior Staff

Years of Working Experience

Less than 5 years

5–10 years

More than 10 years

SECTION B: INTERNAL COMMUNICATION PRACTICES AT NLA

Instruction:

Please indicate your level of agreement with the following statements.

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

B1. Communication Consistency

Item	Statement	1	2	3	4	5
1	Information from management is clear and timely.					

Item	Statement	1	2	3	4	5
2	Communication across departments is consistent.					
3	Information received does not contradict earlier messages.					
4	Updates are communicated promptly when changes occur.					

B2. Leadership Communication

Item	Statement	1	2	3	4	5
5	Leaders clearly communicate the NLA's mission and strategic objectives.					
6	Management provides regular updates on organisational decisions and changes.					
7	I trust the information communicated by top management.					
8	My supervisor clearly communicates roles, targets, and expectations.					

B3. Two-Way Communication

Item	Statement	1	2	3	4	5
9	Employees are encouraged to express opinions and concerns.					
10	Feedback from staff is acknowledged by management.					
11	I have opportunities to ask questions during staff meetings.					

Item	Statement	1	2	3	4	5
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12 Channels exist for upward communication to management.

B4. Communication Channels

Item	Statement	1	2	3	4	5
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13 I can access organisational updates through the intranet or digital platforms.

14 Staff meetings are effective in clarifying organisational goals.

15 Emails, memos, and notices provide accurate and relevant information.

16 Communication tools (WhatsApp, notice boards, etc.) are reliable and accessible.

SECTION C: STAFF ALIGNMENT

C1. Strategic Understanding

Item	Statement	1	2	3	4	5
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17 I understand the NLA's mission and strategic objectives.

18 I clearly understand the direction in which the NLA is heading.

19 I am aware of how my role contributes to organisational success.

C2. Goal Clarity

Item	Statement	1	2	3	4	5
20	My job responsibilities are clearly defined.					
21	The objectives of my department align with corporate strategy.					
22	I receive sufficient information to understand policy changes.					

C3. Behavioural Consistency

Item	Statement	1	2	3	4	5
23	I act consistently with the organisation's values.					
24	My behaviour reflects the NLA's standards and ethics.					
25	I willingly support organisational decisions aimed at achieving strategic objectives.					

SECTION D: OVERALL PERCEPTION OF INTERNAL COMMUNICATION AND ALIGNMENT

Item	Statement	1	2	3	4	5
26	Internal communication at NLA improves my performance.					
27	Communication practices create unity and shared purpose.					
28	Good communication motivates me to align with the organisation's goals.					

Item Statement

1 2 3 4 5

29 Internal communication plays a strategic role in NLA's overall success.

THANK YOU FOR YOUR PARTICIPATION

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