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(SCHOOL OF GRADUATE STUDIES AND RESEARCH)**

TOPIC

**INTERNAL COMMUNICATION, A TOOL FOR ORGANIZATIONAL
PERFORMANCE: A CASE OF THE GHANA REVENUE AUTHORITY**

BY

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(MAPR 14004)




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DECLARATION

I, Millicent Akoe Agbevade, hereby declare that this study is my original research conducted under the supervision of Mr. Wilson Edzorna Dzisah at the School of Graduate Studies and Research (SOGSAR) of the Ghana Institute of Journalism (GIJ). Acknowledgements have also been duly given for other works and studies cited in this research.

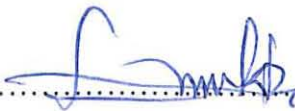


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DEDICATION

This dissertation is dedicated to my husband, Justice Agbevade for his undying love, financial, spiritual and moral support throughout my Masters education as well as my two lovely children, Collins Klenam Kofi Agbevade & Nicole Bubune Aku Agbevade.

God richly bless you for all that you have helped me accomplish in life so far.

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ABSTRACT

Communication is one of the most dominant and important activities in organizations. Fundamentally, relationships grow out of communication and the functioning and survival of organizations is based on effective relationships among individuals and groups. Based on the above, this study looks at the extent of internal communication in the Ghana Revenue Authority (GRA) and its effects on organizational performance. The research employed a hybrid approach with qualitative methodological approach where self-administered questionnaire was used to solicit detailed information from respondents. The findings reveal multiplicity of channels being used depending on the type of communication that takes place within the organization. Preference for traditional media outweighed new media due to the organization's structure and its nature of operations. However, with the advent of new media, a blend of both old and new media of communication is considered appropriate in achieving the goal of the organization as well as providing timely information and fostering a culture of two-way communication to enable employees at all levels openly share ideas, opinions and suggestions.

CHAPTER ONE

1.1 Introduction

Organizations in recent times recognize the crucial role of communication in dealing with complex issues and rapid changes in a turbulent global market. When organizations commit themselves to effective communication with their employees, a number of important benefits results. Well-informed employees are usually satisfied employees. They are better, more productive workers who get more out of their work and do a better job for the organization. Well-informed employees interacting with an organization's stakeholders will have significant positive influence on relations with customers, the community, investors and the media.

Communication is one of the most dominant and important activities in organizations. Fundamentally, relationships grow out of communication and the functioning and survival of organizations is based on effective relationships among individuals and groups (Harris & Nelson, 2008).

Employee or organizational or internal communication refers to communications and interactions among employees or members of an organization. The terms internal communications, employee communications and organizational communications are all one and the same thing (Cutlip, Center & Broom, 2009).

Deetz, (2001:5) described two ways of seeing and defining internal communications. The most common approach focuses on internal communication as a "phenomenon that exists in organizations". In this view, the organization is a container in which communication

occurs. A second approach sees internal communication as “a way to describe and explain organizations”. Here, communication is the central process through which employees share information, create relationships, make meaning and “construct” organizational culture and values. This process is a combination of people, messages, meaning, practices and purpose (Shockley-Zalabak, 1995) and it is the foundation of modern organizations (D’Aprix, 1996).

Internal communication also provides employees with important information about their jobs, organization, environment and each other. Communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments.

Communication is therefore the basis for individuals and groups to make sense of their organization, what it is and what it means.

Numerous studies have linked internal communication and the degree to which employees are informed to job satisfaction and performance (Zucker 2000; Gray & Laidlaw, 2002; Bartoo & Sias, 2004; Rosenfeld, Richman & May, 2004).

The competitive advantage of strategic internal communication comes not only from the obvious benefits of employee satisfaction and productivity, but also from the positive contributions that well-informed employees can make to a company’s external public relations (PR) efforts. Employees can be an organization’s best ambassadors or loudest critics, depending on how they get information (Howard 1998).

Effective internal communication can enhance corporate reputation and credibility, since employees are viewed as particularly credible sources by external stakeholders (Dawkins, 2004; Hannegan, 2004). Simply put, employees are the face of an organization and have a powerful influence of organizational success.

It is in this context that this study aimed to look at the extent of internal communication in the Ghana Revenue Authority (GRA) and its effects on organizational performance.

1.2 Profile of the Ghana Revenue Authority (GRA)

In December 2009, the three revenue agencies, the Customs, Excise and Preventive Service (CEPS), the Internal Revenue Service (IRS), the Value Added Tax Service (VATS) and the Revenue Agencies Governing Board (RAGB) Secretariat were merged in accordance with Ghana Revenue Authority Act 2009, Act 791. The Ghana Revenue Authority (GRA) thus replaces the revenue agencies in the administration of taxes and customs duties in the country.

The Ghana Revenue Authority (GRA) has been established to:

- Integrate Internal Revenue Service (IRS) and Value Added Tax Service (VATS) into domestic tax operations on functional lines.
- Integrate the management of Domestic Tax and Customs
- Modernise Domestic Tax and Customs operations through the review of processes and procedures with ICT as the backbone

The establishment of the GRA is part of the reform in revenue administration of tax collection in Ghana which began in the mid-eighties when CEPS and IRS were taken out of the Civil Service and made semi- autonomous and self-accounting public sector institutions with separate boards with the National Revenue Secretariat (NRS) set up to formulate revenue policies, manage tax reforms and supervise the activities of CEPS and IRS.

In 1998, the Value Added Tax Service was established to administer VAT and other consumption taxes. The Revenue Agencies Governing Board (RAGB) also began operations in 2001 to supervise and monitor the operations of the Revenue Agencies. In 2002, the Taxpayer Identification Number was introduced to enhance information interchange and risk profiling. Then in 2004, the Large Taxpayer Unit (LTU) was set up to operate on functional lines as a pilot programme for the future integration of tax administration in Ghana as well as to serve the needs of large taxpayers as a one stop shop operation. GRA has three main divisions, they are:

1. Customs Division (CD)
2. Domestic Tax Revenue Division (DTRD)
3. Support Services Division (SSD)

The three-winged structure designed to ensure maximum efficiency in the Authority's core business of revenue mobilization merges the management support services of finance, administration, research of the erstwhile agencies under one Support Services Division. This leaves the Customs Division and the Domestic Tax Revenue Division unencumbered by peripheral functions to focus entirely on revenue collection with Support Services Division supporting them with the required management services.

Vision

To be world class revenue administration recognized for professionalism, integrity and excellence.

Mission

To mobilize revenue for national development in a transparent, fair, effective and efficient manner.

We will achieve this through:

- Professional and friendly client services
- Promotion of voluntary compliance
- Application of modern technology
- Effective border protection
- A well trained, disciplined and highly motivated staff

Core values

- Integrity and fairness in our service delivery
- Teamwork, innovation and professionalism are our hallmarks

The GRA administers direct and indirect taxes derived either from domestic or customs duties and taxes.

1.3 Statement of the problem

Research indicates that internal communication within organizations has been relegated to the background with focus mainly on external communication. This is because most organizations consider their external publics more important than their internal publics due to various contributions they make towards the success and growth of the organizations.

Good internal communication provides employees with clear standard information needed to carry out their jobs effectively.

At GRA, the situation appears to be more of external communication than internal communication. New technologies have spurred the use of electronic channels such as email and voice mail, intranets, blogs, podcasts, chat rooms, business TV, video conferencing, instant messaging systems, wikis and Whatsap to enhance an organization's communication systems. Modern means and use of these internal electronic channels and others seems to be lacking in GRA.

Meanwhile, internal communication helps provide emotional support for difficult work, allow employees to take the pulse of the organization and understand its overall situations and help them maintain a shared vision and a sense of ownership within the organization.

In many ways, internal communication is the glue that holds an organization together. Without it, one is just a collection of disconnected individuals, each working individually at her own job. With it, one becomes a unit with power far beyond the sum of his or her parts.

It is therefore based on this background that the study seeks to find out the existing and available options used in GRA in order to recommend other effective channels and forms of internal communication to help establish effective internal communication practice in GRA.

1.4 Objectives of the study

The study looks at the extent of internal communication in the Ghana Revenue Authority (GRA) and its effects on organizational performance. The objectives set out for the study is to:

1. Find out whether attention or priority is given to internal communication in GRA.
2. Determine the levels of communication and how it is managed in GRA.
3. Identify the communication tools adopted or used in GRA and ascertain how feedback is received from employees regarding communication.
4. Determine whether effective communication with employees in GRA contribute to organizational performance.

1.5 Research Questions

The research sought to answer the following questions:

- What internal communication practices exist within GRA and how effective are they?
- What specific communication strategies or tools enable effective internal communication in GRA?
- Does effective internal communication between employees in GRA contribute to organizational performance or achievement of goals and objectives?
- What challenges are associated with internal communication in GRA?

1.6 Significance of study

It is envisaged that findings from the study will serve as a mirror through which GRA can use to evaluate its communication trends with employees to ensure effective communication.

The study would provide information to the public about operations of GRA especially regarding the on-going reforms in revenue administration as well as enable it to restructure its communication systems to ensure greater output from its employees.

It will also serve as a reference document for other researchers in this area of study as well as constitute as a body of knowledge for other practitioners.

Finally, this study is likely to inspire other researchers to embark on similar studies on employee communication or engagement.

1.7 Definition of terms

To ensure a better understanding of the topic under study, it is important to define the terminologies and phrases used.

Internal communication - Internal communication is simply communication within an organization. It encompasses both "official" communication such as memos, guidelines, policies and procedures, etc. and the unofficial communication that goes on among and between staff members of all organizations.

Tool - Any physical item that can be used to achieve a goal, especially if the item is not consumed in the process. Informally the word is also used to describe a procedure or process with a specific purpose.

Organizational - Pertaining to activities related to an organization.

Performance - The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

Ghana Revenue Authority (GRA) - A modern tax administration with visionary leadership that ensures fair and equitable revenue mobilization for national development.

1.8 Scope of the study

The study is limited to both management and staff of GRA, Head Office located at the Ministries, Accra to enable the researcher solicit their responses on the subject matter.

Officers in the Communication & Public Affairs, Human Resource, Administration and Operations Departments were carefully selected to answer the questionnaires due to their significant roles played in the organization.

1.9 Organization of the study

The study is organized under five different chapters with each chapter linking to the other to produce a complete work.

Chapter one presents an introduction that sets out the main purpose and focus of the study. It outlines the research problem, research questions and objectives and clarifies the terms and concepts as applied in the study. More especially, it presents the profile of the organization and the reasons that necessitated this research work.

Chapter two consists of a review of the literature according to the following underlying themes; internal communication, communication processes, networks and channels, internal communication professional and principles of successful internal communications. These themes were chosen due to their importance within the field of internal communication and their influence on each other. This review of the literature provides additional justification for the purpose and direction of this study and highlights some of the major themes within internal communication research.

Based on the literature review, chapter three discusses the methodology and the design of this research.

Chapter four analyses the data and findings addressed in the research questions and objectives of the study. The discussion of the findings would be done in order to relate it to the literature review and theoretical framework.

Finally, chapter five concludes by summarizing the main points of this study with consideration to all of the previous discussions. In addition the limitations of the study and areas of future research are also explored.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses some scholarly materials on internal communication, reviews existing literature on the subject under discussion as well as various studies undertaken by other researchers. It is also an exposition of the theories used by the researcher in this study and the theory underpinning the research.

2.1 Internal Communication

“Communication within an organization is arguably even more important than external communication, because the organization has to function effectively in attaining its goals in order to survive”. PR deals with the relationship among organizations and all types of publics on whom its success or failure depends. One may probably think of PR as communicating with external publics; however the internal publics, that is the employees are any organization’s most important publics (Cutlip, Center & Broom, 2009).

According to Cutlip, Center & Broom (2009), employee communication serves three main purposes. First internal communication is meant to acculturate employees or to get them to understand and internalize the organization’s culture and values. Second, internal communication serves as a way to inform employees of organizational development, happenings and news. Finally, internal communication is a way for the organization to listen to its employees, to hear employees concern and questions. All of these purposes

can be served in any of a variety of ways and new technology increasingly affects the manner in which employee communication occurs.

2.2 Forms of Communication

The heart of communication inside an organization is in-person verbal communication. Employees prefer direct communication from their superiors over e-mail, peers, news media or any other form. Studies also showed that the most memorable and effective type of message delivery for employees is traditional face-to-face communication. Verbal communication has a significant impact on organizational culture and deserves attention, even though it is often an informal medium (Cutlip, Center & Broom, 2009).

➤ Grapevine

The “grapevine” is neither a formal nor a controlled medium but word of mouth is often the quickest means for communicating information. The grapevine is a potent line of communication, but is also dangerous because the information it carries is often unreliable or “enhanced”. An email makes grapevine work with the speed of electrons.

Sometimes, the grapevine is actually harmful or threatens to be. Rumors of downsizing and layoffs, of a hostile takeover by a competitor or friction among officials of sexual harassment charges, or of a bad blood between factions can cause distension within the organization with the speed of a wildfire. Rumors can travel far beyond the organization, becoming more and more distorted as they spread (Cutlip, Center & Broom, 2009).

Surveys conducted by consulting firm Towers Perrin cited in Cutlip, Center & Broom, 2009 found the grapevine second only to immediate supervisors as employee's most frequent source of organizational information. Nine of the ten surveyed, however, rated their immediate supervisor as the "preferred source" of information, often noting a preference for face-to-face communication and ranked the grapevine as the least preferred source. The PR staff usually stays tuned in to the grapevine. When trouble brews, they squelch the gossip by releasing the full facts. Too often the grapevine is the source of misinformation. The lesson for the PR practitioner is that the grapevine will fill the information gaps left by an inadequate internal communication programme. The informal, uncontrolled channels take over when the formal, controlled channels do not meet the need and demand for information.

➤ **Meetings, teleconferences and video conferences**

Another way of informing employees using non-mediated communication is through meetings, teleconferences and video conferences (Cutlip, Center & Broom, 2009). Meetings bring people together, providing opportunities to both speak and listen, a method of two-way communication. Work group meetings, quality control circles and participative management sessions are examples of small, task-oriented meetings. Face-to-face meetings are expensive in time away from routine tasks and sometimes include travel expenses. However, meetings are economical in the long run because of both the ideas they produce and their team-building effects. Employees prefer face-to-face communication on many topics – from organizational goals to financial and competitor information.

One school of thought as cited in Cutlip, Center & Broom (2009) is that important meetings involving people of different levels trying to resolve conflicts to address crises or to make critical decisions should be guided by a process facilitator so that power, content and process are not vested in one person that is the “boss”.

➤ **Newsletter**

Informing employees using mediated communication ranges from the traditional newsletter to such newer forms as intranet and e-mail.

Despite new communication technology, printed publications remain the primary media for internal communication in most organizations. The usual goals of such publications include;

- Keeping employees informed of the organization’s strategy and goals
- Providing employees the information they need to perform their assignments well
- Encouraging employees to maintain and enhance the organization’s standards for the commitment to quality improvement increased efficiency, improved service and greater social responsibility
- Recognizing employee’s achievements and successes
- Creating an opportunity for two-way communication to generate employee feedback, questions and concerns

Each publication, each issue, each printed word is part of a coordinated employee communication programme designed to achieve these and other goals set in response to

particular organizational settings and situations. Because of their impact, permanence and reference value, printed words remain the work hoses of employee communication.

Organizational publications are directed to many publics but the most common use is in employee communication. Practitioners responding to surveys usually rate employees as a primary audience for organizational publications. The major advantage of publications is their ability to deliver specific and detailed information to narrowly defined target publics who have an interest in the issues being discussed. As a result, many organizations have several employee publications, each designed to meet the information needs of different employee publics.

Many organizations construct their publications as two-way communication inviting questions, seeking input and comments and conducting surveys then reporting the results. This requires the full cooperation of top management because of the time required to respond to questions and the expense of conducting surveys. Two-way communication also demands a climate of trust. Employees are often reluctant to submit questions or write for publications, so that sometimes comments are solicited anonymously. Nonetheless, internal publications provide an excellent mechanism for feedback and responsive communication.

➤ **Published speeches, position papers and backgrounders**

Expressing an organization's position by electronically posting CEO speeches and position statements on an organizational website is a common method of communicating with both external and internal publics. Making such documents available on the website or intranet gives employees easy access to quotes and position statements and helps them

follow development and to more effectively represent the organization's positions in their communities.

Position papers and backgrounders also help employees understand new assignments quickly and might prevent them from exploring previously tried approaches to problems on the issue if they are familiar with the history of the situation. The downside of this information is that generally only publics with a need for information will seek it out. Information seekers benefit from such information but internal relations must also encourage other employees to visit the publications archive.

The use of bulletin boards is also widespread. It represents both physical spaces that display traditional notices as well as electronic notices. Bulletin boards offer a good public place to corroborate information with brief messages. They provide quick access for making announcements and countering rumors from both internal and external sources. In order to be effective, bulletin boards need to have regular attention and to be updated often.

2.3 Emergence of new media and other channels of communication

➤ Intranet

Intranet postings on the other hand are for internal use because only employees can access the internet-like system. It contains an e-mail system, electronic employee publications, policy manuals, electronic bulletin boards and many sources of shared

information such as project data. Using an intranet makes employees more productive because information can be located quickly and shared easily.

➤ **Hotlines or toll-free**

Hotlines or toll-free phone numbers are also used in internal relations for disseminating basic information. For example, Johnson & Johnson employees use a toll-free hotline for emergency or weather information, such as closing due to ice or heavy snow. This information is also to radio stations but the hotline provides employees a convenient and expedient source of organizational information.

➤ **Emails**

Perhaps the most ubiquitous form of employee communication today is the e-mail. E-mail and e-newsletters “push” information to the attention of employees, thus making them preferable for internal communication compared to electronic channels like intranets and websites, where employees must take the initiative to “pull” the information they seek.

➤ **Social media (facebook, twitter, whatsapp etc.)**

As new technology changes communication, PR practitioners have adjusted their strategies for reaching internal publics. Some PR firms use “Facebook” to strengthen employee relationships with colleagues also becoming one another’s “friends”.

Cutlip, Center & Broom (2009) concluded that, “when organizational culture is participative, employees are given opportunities to communicate their questions and concerns to the management. However, one challenge to getting feedback from

employees is that people often do not want to ask questions for fear of being labeled a “troublemaker”. Another way for organizations to listen to their employees is to provide the services of an “ombudsman or ombuds officer”. This person is charged with giving employees the opportunity to share their concerns and resolve them through informal mediation.

2.4 Related works

According to an article posted on January 6, 2011 by the British Institute of Public Relations, UK, Dr. Bruce Berger reviewed a research-based knowledge regarding employee / organizational communications, a complex process that is vital to organizational success in a dynamic global marketplace. He cited communication as one of the most dominant and important activities in organizations. According to Berger, fundamentally, relationships grow out of communication and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational capabilities are developed and enacted through “intensely social and communicative processes” (Jones et al., 2004).

2.4.0 Communication processes, networks and channels

Internal communication is a complex and dynamic process, but early models focused on a one-way transmission of messages. The Shannon-Weaver Model (1949), concerned with technology and information distribution, is a classic example. In this S-M-C-R model, an information source [S] encoded a message [M] and delivered it through a selected

channel [C] to a designated receiver [R], who decoded it. Later versions of the model added a feedback loop from receiver to sender. Nevertheless, the model suggested that all meaning is contained within the message and the message would be understood if received. It was a sender-focused model.

Berlo's (1960) S-M-C-R model provided a richer interactional perspective. He emphasized relationships between source and receiver and suggested that the more highly developed the communication knowledge and skills of sources and receivers, the more effectively the message would be encoded and decoded. Berlo also acknowledged the importance of the culture in which communication occurs, the attitudes of senders and receivers and strategic channel selection. Later models emphasized the transactional nature of the process and how individuals, groups and organizations construct meaning and purpose (Harris & Nelson, 2008).

Today, the model is more complex due to new media, high-speed and multi-directional communications (Burton, 2008; Williams, 2008). However, the core components live on in formal communications planning and implementation. Organizational leaders and communication specialists first develop strategies to achieve objectives, construct relevant messages and then transmit them through diverse channels to stimulate conversations with employees and members. Increasingly, formal communications are grounded in receiver's needs and concerns. Employees also communicate informally with others inside and outside the organization through high-speed communications.

2.4.1 Communication levels

Internal communication occurs on multiple levels. Interpersonal or face-to-face (F-T-F) communication between individuals is a primary form of communication and for years organizations have sought to develop the speaking, writing and presentation skills of leaders, managers and supervisors. Group-level communications occur in teams, units and employee resource or interest groups (ERGs). The focus on this level is information sharing, issue discussion, task coordination, problem solving and consensus building. Organizational level communications focus on such matters as vision and mission, policies, new initiatives and organizational knowledge and performance. These formal communications often follow a cascade approach where leaders at hierarchical levels communicate with their respective employees, though social media are changing communications at this level.

2.4.2 Communication networks

A network represents how communication flows in an organization. Networks can be formal and informal. In a formal communication network, messages travel through official pathways (e.g., newsletters, memos, policy statements) that reflect the organization's hierarchy. Informal communications move along unofficial paths (e.g., the grapevine, which is now electronic, fast and multidirectional) and include rumors, opinions, aspirations and expressions of emotions. Informal communications are often interpersonal and horizontal and employees believe they are more authentic than formal

communications (Burton, 2008). Employees and members use both networks to understand and interpret their organizations.

Communications also can be described as vertical, horizontal or diagonal. Vertical communication can be downward—flowing down the hierarchy of an organization—or upward, that is moving from lower to higher levels in the chain of command. Horizontal communication refers to communication among persons who have no hierarchical relationship, such as three supervisors from different functions. Diagonal or omnidirectional communication occurs among employees at different levels and in different functions, e.g., a quality control supervisor, accountant and systems analyst. Evolving organizational structures and technologies create opportunities for new and conflicting communication flows (Williams, 2008).

Studies regarding the effectiveness of communication flows often reveal employee dissatisfaction with both downward and upward communications. Findings by the Opinion Research Corporation, which has examined employee perceptions of internal communication for more than 50 years, generally show that more than half of employees are dissatisfied or somewhat dissatisfied with both downward and upward communications (Cutlip, Center & Broom, 2006). Less is known about the effectiveness of horizontal and diagonal communications.

The levels or flow of communication are usually referred to as downward communication, upward communication and lateral communication. The diagrams below explain the various communication flows:

Downward communication

Manager



Supervisor



Worker

Upward communication

Manager



Supervisor



Worker

Lateral communication

Manager ↔ Manager

Supervisor ↔ Supervisor

Worker ↔ Worker

2.4.3 Communication channels

A communication channel is a medium through which messages are transmitted and received. Channels are categorized as print, electronic or F-T-F (interpersonal). Common print channels include memos, brochures, newsletters, reports, policy manuals, annual reports and posters. New technologies have spurred the use of electronic channels, e.g., email and voice mail, Intranets, blogs, podcasts, chat rooms, business TV, video conferencing, instant messaging systems, wikis and electronic town-hall meetings. Face-to-face channels include speeches, team meetings, focus groups, social events and gatherings and management by wandering around.

According to Harris and Nelson (2008), the most used channel is listening, which consumes about half of our communication time (Johnson, 1996). Effective listening is crucial to learning, understanding, conflict resolution and productive team work. It helps leaders at all levels improve employee morale, retain employees and uncover and resolve problems. Yet, many studies suggest that most people are not good listeners and few organizations devote resources to developing listening skills in managers and leaders (Alessandra & Hunsaker, 1993).

2.4.4 Selection of media

Today, organizations and their employees and members have access to many communication channels. Selecting the most appropriate medium or media is an important issue for professional communicators once they have determined objectives and strategies, assessed relevant audiences and constructed messages. Perhaps no one made this point more strongly than McLuhan (1964), who claimed that “the medium is the message.” He argued that each medium, independent of content, engages receivers in different ways and affects the scale and pace of communication.

McLuhan distinguished between “hot” and “cool” media, each of which involves different degrees of receiver participation. Hot media (e.g., print channels, film, lecture, radio) require less active participation and involvement than cool media (e.g., TV, comic books, F-T-F channels). Hot media are more segmented and linear, while cool media may be more abstract and require more participation to understand.

Daft and Lengel (1984) developed a media richness model to explain media choices. They said that media choice should match the ambiguity of any communication task with the richness of particular media. Ambiguity refers to the difficulty of interpreting or understanding a message. Media richness refers to the capability of media to effectively convey information. Capability is differentiated by the availability and speed of feedback of the channel, the use of multiple cues and natural language to facilitate understanding and the personal focus of the message.

The researchers proposed a continuum of media choices; at one end are channels that possess most or all of these capabilities (rich media) and at the other end are channels with few of these characteristics (lean media). F-T-F communication is the richest medium and optimal channel for communicating complex information or resolving conflicts. Lean and impersonal media include simple announcements, data reports and posters. Electronic mail, phone calls, personal written communications and other channels fall in the middle of the continuum.

Later research has shown that media selection also is influenced by the social environment in organizations, which affects member attitudes toward a channel or medium and how it is or should be used in their organizations (Fulk et al., 1987). The dual-capacity model of media use (Sitkin, Sutcliffe, & Barrios-Choplin, 1992) argued that any channel carries two types of messages a “data” or task-related message and a “meaning” or symbolic message. The data-carrying capacity of media is similar across organizations, but the symbol-carrying capacity varies from one organization to another due to cultural differences. Thus, communicators should select channels based on message ambiguity, media richness, organizational culture and available resources.

2.4.5 Measureable benefits

Internal communication continues to evolve in a dynamic world characterized by an explosion of new technologies, intense global competition and rapid change. Today, many would agree with Harris and Nelson’s (2008:95) assertion that internal

communication is an essential aspect of organizational change—it is “the key variable in almost all change efforts, diversity initiatives and motivation”. Some even argue that internal communication is the most “fundamental driver of business performance” (Gay, Mahoney & Graves, 2005:11).

A growing body of evidence demonstrates that effective internal communications help increase employee job satisfaction, morale, productivity, commitment, trust and learning; improve communication climate and relationships with publics; and enhance quality, revenues and earnings. Here are some examples:

- Employees who are disloyal to their organizations, or lack commitment to helping organizations achieve their goals, may cost business \$50 billion per year in quality defects, rework and repair costs, absenteeism and reduced productivity, according to Alvie Smith, former director of corporate communications at General Motors (cited in Cutlip, Center & Broom, 2006).
- Improving the quality, adequacy and timeliness of information that employees receive about customers, the organization or their own work can improve their individual performance by as much as 20-50 percent (Boyett & Boyett, 1998).
- More than 80 percent of employees polled in the US and UK said that employee communication influences their desire to stay with or leave an organization. Nearly a third said communication was a “big influence” on their decision (Burton, 2006).

- The 200 “most admired” companies spent more than three times as much on employee communications as the 200 “least admired” companies (Seitel, 2004).
- Employee’s satisfaction with communication in their organizations is linked to organizational commitment, productivity, job performance and satisfaction and other significant outcomes (Gray & Laidlaw, 2004).
- Organizations with engaged and committed employees were 50 percent more productive than those organizations where employees were not engaged. In addition, employee retention rates were 44 percent higher in organizations with engaged and committed employees (Izzo & Withers, 2000).
- Positive communication climate and effective employee communication strengthen employee’s identification with their organizations, which contributes to an organization’s financial performance and sustained success (Smidts, Pruyn & Van Riel, 2001).
- Sears Roebuck found that creating a more compelling place to work for employees led to a significant increase in employee attitude scores, customer satisfaction scores and revenues (Rucci, Kim & Quinn, 1998).
- A significant improvement in communication effectiveness in organizations was linked to a 29.5 percent rise in market value (Watson Wyatt, 2004).

- Effective communication facilitates engagement and builds trust, which is a critical ingredient in strong, viable organizations (Grates, 2008). Engaged employees enhance business performance because they influence customer behaviour, which directly affects revenue growth and profitability (Towers Perrin, 2003).

2.4.6 The Internal Communication Professional

Curiously absent in many scholarly research articles are professional communicators or public relations specialists (Kennan & Hazleton, 2006). Much of the literature in this review suggests that internal communication has long been a struggle between the needs and desires of managers and those of employees. Professional communicators, if mentioned at all, are seen as technicians who carry out the compliance-gaining directives of executives.

But this view is changing, as is the role of communicators. Practitioners today are moving from historical roles as information producers and distributors to advocacy and advisory roles in strategic decision making, relationship building and programs which foster trust, participation and empowerment. They help their organizations create a strong foundation for success in a dynamic world—a culture for communication that is conducive to open, transparent, authentic two-way communications and conversations.

2.4.7 Culture for Communication

Public relations excellence theory is grounded in a systems perspective (J. Grunig, 1984, 1992; Dozier et al., 1995; L. Grunig, J. Grunig, & D. Dozier, 2002). The role of public relations is to help organizations develop and maintain mutually beneficial relationships with internal and external stakeholders through excellent communications. Excellence theory also describes some factors that facilitate or impede creation of a culture for communication. These include:

- A participative culture where employees are empowered
- A two-way system of communication
- A decentralized, less formal structure
- Programs that treat men, women and minorities equitably (Grunig, & Grunig, 2006).

Sanchez (2006:40-41) claimed, “How an organization conceives and manages communication does more to tell about its culture than any other single process element”. He was referring to communication planning, budgeting, staffing and policies. Seitel (2004) cited a Fortune magazine report in which the top 200 “most admired” companies spent more than half of their communication budgets on internal communications. This was more than three times as much as the 200 “least admired” companies. Colvin (2006) reported that the 100 “best companies” share the view that effective and ongoing two-way communication is the foundation for employee motivation and organizational success.

Rhee (2003) found in a comprehensive case study that employees who have positive relationships (high levels of commitment) with their organizations help develop positive relationships with the organization's publics. In addition, publics assess an organization based on the quality of employee relationships with their organization. Important factors in employee-public-organization relationships include: leader's communication behaviors, the extent and quality of F-T-F communication, listening skills, opportunities for dialogue and the involvement of leaders in PR activities.

2.4.8 Internal communication and social capital

Kennan and Hazleton (2006:322) outlined a theory of internal public relations based on social capital theory. Social capital is "the ability that organizations have of creating, maintaining and using relationships to achieve desirable organizational goals". Social capital accrues through communication, interaction and development of relationships inside and outside of the organization. The use of social capital gained through communication may increase employee satisfaction, commitment and productivity as well as customer satisfaction.

Trust is the basis for productive relationships, cooperation and communication. Shockley-Zalabak et al. (2000) argued that trust is social capital which directly affects an organization's ability to deal with change and crisis. They found that trust impacts the bottom line because it influences job satisfaction, productivity and team building; it also was linked to lower incidences of litigation and legislation.

2.4.9 Four Contemporary Issues

Organizations confront many challenges in today's turbulent global market. They must process continuous changes and shifting workplace demographics, assimilate new technologies, manage knowledge and learning, adopt new structures, strengthen identity, advance diversity and engage employees—often across cultures and at warp speed. Internal communication lies at the center of successful solutions to these issues and professional communicators must play key leadership, strategic and tactical roles to help their organizations resolve them. Four issues affecting current practice include:

1. Organizational identity

Identification is a big concern for organizations because of the difficulties of being heard in noisy world and disappearing organizational boundaries (Cheney & Christenson, 2001). Thus, organizations seek to create an identity that distinguishes them from others and ties employees more closely to them. Organizational identity has its roots in social identity theory (Tajfel & Turner, 1976, 1986), which refers to an individual's self-concept that grows out of membership in social groups. Group identity refers to an individual's sense of what defines "us" versus others. Employees or members also can develop an identity with their organizations (Ashforth & Mael, 1989; Mael & Ashforth, 1992). Haslam (2000) found that communication reflects and creates social identities and shared identity helps build trust and shared interpretations.

Smidts, Pruyn and Van Riel (2001) found that effective internal communication strengthened employee's identification with their organizations, more so than perceived

external prestige. A strong company identity can boost employee motivation and raise confidence among external stakeholders (Van Riel, 1995). As Williams (2008) noted, however, a new generation of employees, less inclined to identify with their employers, requires new approaches to identity building. This may include greater use of new dialogue-creating media and e-communication groups. It also may require more employee interactions with customers and social causes, improved leader's listening skills and higher quality F-T-F communication (Rhee, 2003).

2. Employee engagement

According to D'Aprix (2006:227), engaging employees more fully in their work is the most important issue facing organizations. Engagement refers to "unleashing the full energy and talents of people in the work place". Long an issue, it is more crucial today due to a dynamic marketplace, an information-saturated work place and trust and morale problems exacerbated by waves of downsizing, restructuring and corporate governance problems in the past 15 years (Burton, 2008). Employees are inundated with so much information today that they are overwhelmed, confused and work with the "volume off" (Grates, 2006).

Professional communicators can help by aligning words with actions, building relationships and conversing with employees rather than communicating at them and helping guide authentic executive actions which reflect organizational purpose. Burton (2008) suggested that new technologies help engage employees by personalizing executive communications and reinforcing face-to-face initiatives. Edelman's white

paper (New Frontiers, 2006) on employee engagement provides a number of ideas for using social media to better reach and engage employees.

The benefits of an engaged workforce are clear. Izzo and Withers (2000) found that organizations with engaged and committed employees were 50 percent more productive than those where employees weren't engaged. Employee retention rates also were 44 percent higher. A Watson Wyatt (2002) study found that companies with more engaged employees produce greater financial returns. Engaged employees contribute discretionary efforts, which they otherwise may withhold (D'Aprix, 2006).

3. Measurement

Professional communicators agree that measurement of their work is crucial, but they share few standards for what or how to measure. As a result, many measurement practices are tactical in nature rather than strategic and ongoing (Williams, 2008). In addition, organizations are struggling to set objectives for new social media and to measure their effects in internal and external communication initiatives (Edelman, 2008).

Sinickas (2005) and Williams (2003) provide useful guidelines for conducting audits, developing surveys and other measurement tools, evaluating program results and analyzing and reporting data. Gay et al. (2005) outlined a variety of approaches communicators use to measure the ROI on their work. These include: cost savings measures (e.g., idea development programs); employee surveys, pulse surveys and focus groups for specific communication projects; and business outcome measures (e.g., retention, productivity, customer satisfaction and quality factors). A significant but

seldom measured ROI on employee communication is the reduced cycle time for change associated with mergers, acquisitions and other culture-changing initiatives (Berger, 2008).

4. Social media

The Cluetrain Manifesto (Levine et al., 2000) put businesses on notice that the internet and intranets were radically altering the marketplace and the nature of stakeholder relationships. New social media facilitate a “powerful global conversation” in which everyone can participate and share opinions, ideas, knowledge and images with each other and circumvent traditional gatekeepers. Middleberg (2001) claimed that apart from F-T-F communication, no other channels “allowed people to say things more creatively, expressively, precisely and powerfully than the internet” and other new media.

Social media refer to new electronic and web-based communication channels such as blogs, podcasts, wikis, chat rooms, discussion forums, RSS feeds, web sites, social networks (e.g., MySpace and Second Life) and other dialogue-creating media. Social media are revolutionizing communications and reconfiguring the long-time S-M-C-R model of internal communication (Williams, 2008). New media increase the volume, speed and every-way flow of communication, connecting people, giving them a voice and stimulating discussions about topics of common interest (Smith, 2006).

Holtz (1999) wrote one of the first comprehensive resource works for practitioners to help guide strategic use of new media. He also co-authored books explaining how practitioners can develop and use blogs (Holtz & Demopoulos, 2006) and podcasts (Holtz

& Hobson, 2007) to dialogue and interact more effectively with employees and other stakeholders. However, external PR specialists and marketers have adopted new media more quickly than internal communication professionals. In part, this is because organizations no longer control communication, so new media require professional communicators to rethink tactics, strategies and their own roles.

Burton (Insidedge, 2007) referred to social media as “me” communications, which challenge communicators to use them to stimulate employee engagement, provide relevant information and capture employee insights and issues. This means moving the professional role from one of information distribution to open dialogue, letting go of the notion of control, listening closely to others in the conversations, communicating honestly and equipping managers and supervisors as primary communicators.

On the other hand, new media have not killed or replaced traditional media, but rather influenced them and forced them to adopt (Holtz, 2006). Like all channels, new media represent advantages and disadvantages and communicators must carefully analyze and assess their best use.

Effective internal communication is hard work, but research findings and case studies point to some practices and principles which seem crucial to successful internal communications for organizations, employees and members. Here are 15 of them:

➤ Timeliness and content

- Providing timely and relevant information to individuals, through channels they use and trust and in language they understand, remains the basis for successful and strategic internal communications.
- Communication content should provide context and rationale for changes or new initiatives as they relate to the organization, but especially to the relative performance or requirements of employees in local work units. This underlines the importance of the supervisor's front-line role in communication.

➤ Channels

- Face-to-face communication is the richest medium. It should be emphasized in internal communications, especially to resolve conflicts or crises, communicate major changes and celebrate accomplishments.
- Excellent listening skills reduce errors and misunderstanding, help uncover problems, save time, improve evaluations and facilitate relationship building. Development of excellent listening skills among leaders at all levels in organizations is crucial.
- Social media are fast and powerful dialogue-creating channels which can empower and engage employees and members. They influence and alter traditional media and their uses, but don't eliminate them. Communicators should blend new and traditional media in ways that help organizations

best achieve their goals and enhance relationships with internal and external publics.

➤ Leadership roles

- The CEO or senior leader(s) must be a visible and open champion for internal communication. Visibility is the first and most basic form of non-verbal communication for leaders.
- The communication style of leaders should invite open, ongoing and transparent discussion so that people are willing to voice their opinions and suggestions.
- The actions of leaders at all levels must match their words. This has everything to do with credibility and the extent to which employees will trust, commit to and follow leaders. As author Carolyn Wells said, “Actions lie louder than words.”

➤ Professional communicator roles

- Professional communicators must see themselves as internal experts on communication who serve as facilitators and counsellors to executives and managers and provide strategic support for business plans.
- Communicators must also be organizational experts. They must possess knowledge of the organization’s structures, challenges and objectives, as well as understand employee issues and needs and marketplace requirements and realities.

➤ Participation and Recognition

- Encouraging employee participation in decision making builds loyalty and commitment and improves the overall climate for communication. Participative decision making also often improves the quality of decisions.
- Recognizing and celebrating achievements at all levels helps build shared values and organizational identity. Similar social events, rites and rituals contribute to and reflect an organization's distinctive culture.

➤ Measurement

- Measurement is a key to successful communication in any organization. Through diverse forms and approaches, measurement helps define problems, determine the status quo, record progress, assess value and provide a factual basis for future direction and action. Improving measurement knowledge and practice is an ongoing professional requirement.

➤ Culture

- Ongoing two-way communication is the foundation for employee motivation and organizational success. Two-way (now every-way) communication provides continuous feedback, which is crucial to learning and to processing organizational change.

In addition to achieving specific goals, internal communications should help create and reflect a culture for communication, where employees at all levels feel free to openly share ideas, opinions and suggestions. This will enhance employee understanding, build trust, stimulate engagement and encourage greater diversity.

2.4.10 Other Related Works

A contemporary research on “internal communication in organizations and employee engagement” undertaken by Lynn Kalani Terumi Hayase in 2009 revealed that, in recent years the approach to internal communication has been forced to adjust to numerous changes in the workplace.

Argenti (1998:199) writes of changes in organizations that affected the workplace and in turn employees. He wrote, "the overall environment is more competitive than ever before, more global than in the past and more interdependent on other organizations...These changes put pressure on today's employees and create the need for a more coordinated approach to employee communications". To deal with these changes, a study conducted by the Conference Board, a business membership and research organization, asked managers from over 200 companies what they considered effective employee communication. The 15 board believed that effective communication should: improve morale, create a positive relationship between employees and management, inform employees about internal changes, explain employee benefits, and increase understanding about the organization's goals and culture (Troy, 1988). These goals demonstrated the

beginning of a shift from simple one-way communication toward the development of strategic communication plans. Argenti identified issues in employee communication, the function of key players and two-way communication, but research on the relationship between employees and internal communication had yet to be explored.

Research by Hunt and Ebeling (1983:60-65) examined the implementation of an "organizational communication intervention program" at a medical manufacturing facility. The Hunt and Ebeling study included two research questions. The research questions inquired whether the levels of satisfaction would improve following the implementation of the structured communication program. They also examined 16 levels of productivity in relation to the implementation of the communication program. The ten-week longitudinal study included 90 members of a work unit. The researchers observed ten weekly meetings where management lectured to front line employees. These employees also completed several attitude and job satisfaction questionnaires. The intent of the intervention program was to "communicate, *downward* management to the members" and included specific information on the unit's performance, their role in relation to the plant, and the plant's relation to the overall company. While results for productivity were mixed, they found a significant relationship between the communication program and job satisfaction. However, it was also noted that the communication program was only one contributing factor to satisfaction and the satisfaction level is also the result of employees feeling appreciated.

A shift in internal communication came with the introduction of applying marketing strategies to employees. Debussy, Ewing, and Pitt (2003:149-157) write, "the notion of internal marketing, in which companies are considered markets and employees as internal customers, emerged during the 1980s". In the same way that loyalty of external customers is driven by their satisfaction, so too is an employee with their job satisfaction. Debussy et al. conducted a study on the dimensions of internal marketing communication and the use of new media in organizations. Their theoretical framework was comprised of stakeholder, communication, public relations, and marketing theories. They also purported that internal communication was comprised of four constructs, "ethical work climate, mutual trust, attitude to innovation, and employee/organization goal alignment". They noted that internal marketing should include a two-way communication process between management and employees and that its significance lies in its ability to "reach and motivate lower level employees within organizations". Their study included five propositions with three showing significant results. Proposition one showed that the use of new media in the workplace is positively related to the perception of an ethical work climate and mutual trust within the organization. Proposition two found a positive relationship between new media and organizational attitudes towards innovation and the alignment of an employee's goals with those of the organization.

In addition, Debussy et al. found that the use of new media, in particular the intranet, positively affected internal marketing communication. DeBussy et al. discovered organizations that strive to effectively communicate would benefit from the use of new

media channels. He also found that organizations who recognized their employees as key stakeholders were more effective.

According to a Watson Wyatt (2004:1-7) study, "organizations that communicate effectively use technology to amplify their messages". They found that at organizations who were rated as highly effective in communication had employees who used the web to "communicate, collaborate and share resources". In addition these organizations continually use the technology to provide employees with important information about the business and their benefits. Highly effective organizations utilized the web and Internet at a rate of 54.7% compared to others. They are also share information on total retirement income projections and total compensation using the same technology.

In 2007, Watson Wyatt conducted a study on employee perspectives on health care. The study examined "how employees view, learn about, use and pay for health care" in addition to "employee views on plan design, health improvement programs, provider quality, communication and behavioral change". They found that when it came to communication on their health benefits, employees preferred specific communication channels over others. They rated mail sent to their home at most preferred, followed by print materials at work, the Internet, face-to-face, and least desired are conversations with the Human Resource department.

With the wealth of research available, organizations have recently begun to view internal communication as not just an avenue for the monthly newsletter, but rather as a critical

driver of success. Organizations who effectively disseminate their message would have employees who feel valued and the two could once again be working towards the same goals.

Annette Tindi Muchimuti, in her project work titled, “Factors influencing internal organizational communication and its role in organizational performance, a case of the Kenya Commercial Banking sector, November, 2013, revealed that internal communication is vital for organization’s management and success. Scholars have advocated for the strategic role of internal communication, yet failed to provide a unifying frame of the strategic contribution of internal communication to the organization.

According to the study, internal organizational communication is a key component in effective organizational management and that it influences its performance to a great extent. However, the commercial banks in Kenya were yet to fully embrace the fact that internal organizational communication is an indispensable tool in their management functions and hence for effective organizational performance which should be taken seriously and given priority.

Another study undertaken by Priscilla Gunn, (2009) on the topic, “Communication between corporate organizations and their publics, a case study of Social Security and National Insurance Trust (SSNIT) Tema Community 2 branch”, indicated that, SSNIT employed time-tested corporate communication strategies including two-way communication to reach its target audience. Attention is given to internal communication within the organization although employees believe it could be improved. One of the

communication channels or tools recommended to improve communication was the use of the electronic mailing system to reach a wider audience.

In the study, the researcher also focused on the extent of external communication which revealed that equal attention is given to external publics or stakeholders in terms of communication flow but in some cases, stakeholders receive information late which is sometimes worryingly.

The study further revealed that, the PR Department was responsible for all forms of internal and external communication in the organization.

Mawuko Fiaxe Agyemang, (2011) on the other hand, carried out a study on the topic, “Communication effectiveness between staff of MTN and Management”. He gathered that internal communication was evident in MTN citing instances where by management make use of staff durbars, forum, and meetings to relay information to its employees and at the same time receive feedback from them. MTN makes use of the upward communication approach of information dissemination.

The study further revealed that communication flow was very effective but this notwithstanding, it was suggested that management consider the idea of organizing a lot more or frequent meetings to keep employees abreast with issues in the organization. The PR Department also handled all communication related activities both internally and externally within the organization.

Theoretical Framework

Media Richness Theory

Media Richness Theory is a theory that provides a framework for describing a communication medium's ability to reproduce the information sent through it without distortion. The theory was designed to help explain media choices and an understanding of media richness theory is useful in examining the impact that different communication media types potentially have on the message and recipients of the message.

First proponents of the theory were Daft and Lengel (1984:560). They defined media richness as “the ability of information to change understanding within a time interval” . They also offered that most communication channels have the capacity to resolve ambiguity, negotiate varying interpretations and essentially facilitate understanding. There are two main assumptions of this theory. They are:

- People want to overcome equivocality and uncertainty in organizations
- A variety of media commonly used in organizations work better for certain tasks than others.

The concept of equivocality has been used to describe the qualitative nature of situations requiring communication (e.g., Daft et al., 1987; Trevino, Daft, & Lengel, 1990:177-178). Equivocality is defined as the ambiguity of the task, caused by conflicting interpretations about a group situation or environment. What this means is that when people are dealing with the issues of equivocality, they are faced with the challenge of not knowing the exact questions to ask or the places to look for answers. This therefore

implies that when equivocality is high, a person may not know what questions to ask. Responding to equivocal situations in organizations requires people to “exchange subjective interpretations and overcome conflicting views in order to reach agreement about problem interpretation and to enact a solution”.

Uncertainty is defined by Galbraith (1977:36-37) as “the difference between the amount of information required to perform the task and the amount of information already possessed by the organization”. Should uncertainty be high in an organization or group, it will mean that though they may know the questions to ask, they may lack the necessary information. In conclusion, it is thought that as information increases, uncertainty and equivocality also decrease. Seeing therefore how important information increase can decrease uncertainty and equivocality in an organization, communicators then need to know which channels can be best used in increasing information. As such, linking employee’s preference and satisfaction with these channels will be helpful in reducing uncertainty and equivocality. Specifically, Daft and Lengel (1984) concluded that written media was preferred for unequivocal messages while face-to-face media was preferred for equivocal messages.

The second assumption of this theory is that media use in organizations work better for certain tasks than others. This assumption suggests that people prefer the use of specific communication media to perform certain tasks. This may be due to the fact that some media have various advantages and disadvantages and so may be more appropriate in a particular situation than the others. It will be prudent for one to choose the media that

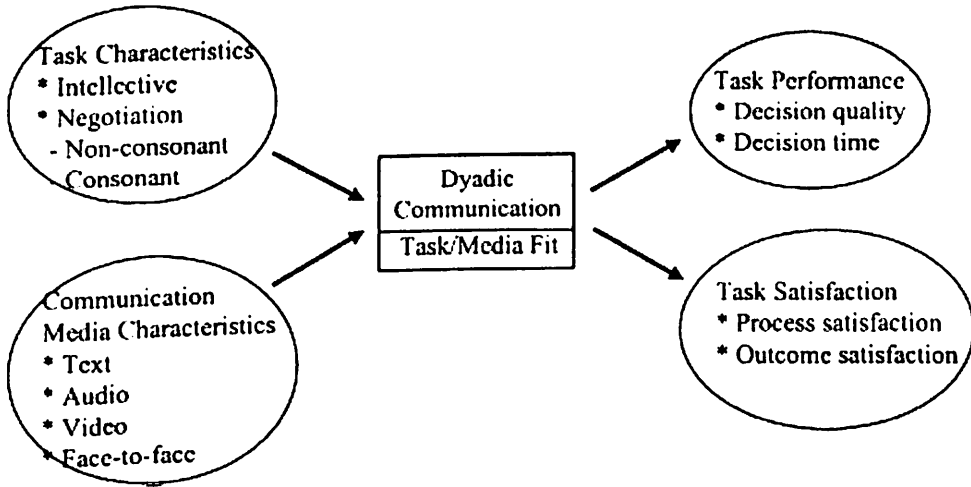
gives the greatest efficiency for the intended message to be conveyed accurately. According to the Media Richness Theory, a medium may be rich or lean. A rich medium or channel is one that possesses almost all of these characteristics:

- Capability of providing immediate feedback
- The number of cues involved (i.e. body language, facial expression, tone of voice, etc.)
- Message personalization
- Use of natural languages

A lean medium is thought to possess few of these capabilities (Daft and Lengel 1984:198; 1986). By this theory, Daft and Lengel suggest that face-to-face communication is considered to be the richest medium because it provides immediate feedback and multiple cues while utilizing natural languages. This is followed by the telephone, which is said to have fast feedback capability but lacks visual cues; “individuals have to rely on language content and audio cues to reach understanding”. Formal written communication is considered even less media rich because of slow feedback, limited visual cues, and lack of audio cues. However, one must note that ranking different communication channels based on their ‘richness’ or ‘leanness’ does not necessarily make one better than the other. It rather helps communicators to properly select channels based on efficiency and appropriateness. Nonetheless, it can be safe to assume that rich media will be more preferred by information recipients as compared to lean media. To this extent, the study sought to find out which channels were considered rich or lean by employees of the GRA

and whether or not they thought some channels worked better in some situations as compared to others.

Figure 1 Model of Media Richness Theory



Source: Suh (1999)

Criticism of Media Richness Theory

According to Markus (1994) and Ngwenyama and Lee (1997), media choice does not affect the message. However social and cultural background or social pressure might affect one’s choice of media. Markus argues that social pressures can influence media use more than richness.

Ngwenyama and Lee (1997) and Gerritsen (2009) also claim that culture plays a role in determining a receiver’s media choice and media preference is said to be affected by

communication mode and cognitive style, rather than its richness or leanness as claimed by Daft and Lengel (1984).

Media choice is considered complex. It has therefore been noted by scholars that the theory should not assume that feelings towards using a richer media in a given situation are completely opposite to using a leaner media. Also, that one medium is considered to be a rich medium and therefore best to communicate a given message does not mean leaner media wouldn't be able to communicate that same message at all (Rice, 1992).

According to Dennis et al. (1998) although the richness of a media may create some differences in delivering a message, it does not affect accuracy. Burkhi (2002) suggested therefore that even in a given situation with the same messages and motives, the 'best' media chosen can vary from person to person.

The theory is criticized on grounds of being developed before the perverse use of the internet which introduced new media like electronic mail, chat rooms, instant message etc. Therefore it has been questioned on its ability to predict accurately what a new media user may choose.

Markus (1994) hypothesized that, based on media richness theory, individuals would choose to communicate messages over the more rich medium of voice mail than via electronic mail, yet, found that the leaner medium of electronic mail was preferred when sending more equivocal messages.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents and discusses the overall methodological framework employed in this research. Also, it presents information about the research design used, description of the target population, the sampling technique and method, data collection methods and instruments used. The following subsections outline the methodological approach used in gathering the data for the study.

3.1 Research Design

The overall purpose of the study was to look at the extent of internal communication in GRA and its effects on organizational performance. This work is exploratory in nature that employs a survey research strategy which allows for the use of both qualitative and quantitative approaches. In the writings of Saunders (2009), Quality is the essential characteristics or the nature of something; quantity is the amount. Quality is the “what”; quantity is the “how much”. The choice has become essential not only because of the exploratory nature of the study but also because it has been found to be appropriate and suitable for analyzing an occurrence, situation, problem, or issues in view of considering a cross-section of the population at a point in time (McNeill, 2011). The study will consider the use of charts and other statistical tools that falls within the ambit of quantitative research, hence the hybrid.

The research approach favourable for this study is a blend of both qualitative and quantitative, although the primary chosen approach is of liberal qualitative in nature. The look for perfection and the wish for a deeper appreciation of a social organizational phenomenon make it more prone to qualitative orientation than quantitative. Qualitative study is selected and obviously chosen because according to Babbie (2007), “it tends to assess meanings, concepts, definitions, characteristics and directions of things whereas quantitative research refers to counts and measures of things”.

This study employed the survey method using questionnaires to gather information from respondents. Survey research involves the collection of information from a sample of individuals through their responses to questions. This means that the researcher selects a sample of respondents from a population and administers a standardized questionnaire to them.

Also, this orientation required the adoption of the qualitative research design because of the structure of the questionnaire. The questionnaire was designed comprising both open ended and close ended questions.

It is worthy to note that qualitative research shares the theoretical assumptions of the interpretative paradigm, which is based on the notion that social reality is created and sustained through the subjective experience of people involved in communication (Morgan, 1980). Qualitative researchers are concerned with attempting to accurately describe, decode and interpret the meanings of phenomena occurring in their normal social contexts (Fryer, 1991). The researchers operating within the framework of the interpretative paradigm are focused on investigating the complexity, authenticity,

contextualization, shared subjectivity of the researcher and the researched and minimization of illusion (Fryer, 1991).

This approach was however considered the most appropriate for serving the purpose of the study because qualitative research can reveal how all parts work together and form a whole (Merriam, 1998). Further, the qualitative approach was chosen as a result of the fact that internal communication is a very vague concept that is difficult, if not impossible to quantify. The reason for this was that when studying a vague concept such as internal communication, it was preferable to use a method that made it possible to understand, describe, and discover meaning at the same time and it was a flexible and evolving method.

3.2 Population

The study population focused on both management and staff of GRA, classified according to their various departments. The total staff strength of GRA is about 7,000. A sample size of 50 with focus on staff at the Head office was used for the study.

3.3 Sampling Technique

The study used a non-probability sampling methods, specifically purposive sampling technique in selecting respondents. The choice of this method was informed by the need to have a representative sample from all the departments of GRA. Since the purposive sampling is a non-representative subset of some larger population and it is constructed to serve a very specific need or purpose, it involved the process of intentionally picking respondents for the study based on criteria set by the researcher. The questionnaires were

however administered to officers in the following departments – Communication & Public Affairs, Human Resource, Administration and Operations while a set of five staffs and management members were selected and interviewed.

In this method, the researcher, in adhering to her research objectives, purposively selected respondents who typify the group of her study (population) and could therefore answer the research questions. As advocated by (Bailey, 1994), the advantage of the purposive sampling is that the researcher can use his or her skill and prior knowledge to select respondents.

3.4 Data capture Instruments

A self-administered questionnaire was prepared and used in collecting the necessary information needed from respondents. A questionnaire was used because the responses were gathered in a standardized way, making questionnaire responses more objective as compared to interviews. Ten respondents, that is, five each from both management and staffs were interviewed. Also it reduced bias as the questions were standardized and uniformed.

Thus, for a study such as this one, the researcher used self-administered questionnaire to get detailed answers from respondents comprising both management and staff of GRA. Although questionnaire is a survey instrument, it could be used either to gather quantitative or qualitative data and they are also a better way of reducing interviewer bias because there are no verbal or visual clues that could influence a respondent to answer in a certain way (Babbie, 2007).

Qualitative questionnaire was used to gather facts about respondent's opinion and experiences in certain areas, services offered activities and so on. The questionnaire was designed in such a way that respondents had freedom to express their views in response to the question asked without any influence or clues from the researcher. The questions were thus open ended to allow the respondents to write either positive or negative responses based on the type of questions asked.

On the other hand, the interview guide rely on the open ended questions with unstructured follow ups that makes the interview a semi unstructured one (Saunders et al, 2009). This, in addition to the questionnaire has created the hybrid approach of both qualitative and quantitative data. This is because; the questionnaire in its form has closed ended questions used which numerical values had been assigned for respondents to choose from making it impossible for them to express their views or opinions quantitatively (Maylor and Blackmon, 2011).

The questionnaire was also directly administered to each respondent to ensure that they are filled at the spot and submitted immediately to ensure an excellent response rate. The answered questionnaire was used for the analysis which follows in the ensuing chapter.

3.5 Data Presentation and Analysis

The data gathered from the study was analyzed using figures, percentages and tables. Results will also be presented in the form of charts to create a pictorial or graphical representation of data obtained from the study for easy understanding.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter analyses and discusses the major findings from the study. The chapter uses tables, pie chart and bar graphs for the interpretation of findings. The main thrust of the study was to look at the extent of internal communication in the Ghana Revenue Authority (GRA) and its effect on organizational performance. The objectives of this study sought to find out whether priority was given to internal communication in GRA and determine the levels of communication and how it was managed in GRA.

The study also aimed at identifying the communication tools adopted or used in GRA and ascertain how feedback was received from employees regarding communication as well as determine whether effective communication with employees in GRA contributed to organizational performance.

Questionnaires were self-administered to officers in four departments within GRA namely the Communication & Public Affairs, Human Resource, Administration and Operations. The study revealed that, majority of respondents work with the Operations Department followed by the Administration Department. Both the Communication & Public Affairs and Human Resource Departments recorded the least number of respondents out of the total sample size.

4.1 Bio Data

4.1.1 Gender

Out of the total sample size of fifty (50) used for the study, thirty-three (33) representing 66% were males and seventeen (17) representing 34% were females. This shows that respondents for the study are generally male dominated.

4.1.2 Age

The findings from the study shows that majority of respondents were between the ages of 41-50 years constituting 46% of the total sample size. Those between the ages of 20-30 years constituted 18% where as those between the ages of 31-40 constituted 22%. Respondents within the 51-60 age bracket represented 14%. Table 1 shows the age range of respondents.

Table 1 Age range of respondents

AGE RANGE	FREQUENCY	PERCENTAGE (%)
20-30	9	18%
31-40	11	22%
41-50	23	46%
51-60	7	14%

From the table above it is evident that most staffs of GRA are of youthful stage of life that is generally perceived to be the level of effective productive stage of human growth.

Even though the youth group slightly moving up to fifty years constitute forty-six per cent may also be ageing, considering them together with the above 50 year group gives the indication of a sample of a good number of experience staffs that are better placed to contribute to this study. This age range sampled could aid and illuminate the data, opinions and experiences which are required by this study.

4.1.3 Position / Rank

It was also established that 12% of the total sample size were management staff, 20% were junior staff and the remaining 68% were senior staff. This goes to establish the fact that majority of respondents for this study belonged to the senior staff category. This also indicates a fair representation of views from staffs across all levels in the organization. Again, since internal communication is mostly concerned about employees within an organization, it was prudent to have a lot more staffs who do not belong to the management level category to speak to the issue fairly since such categories of staffs are more or less affected by activities in the organization compared to management staffs.

4.1.4 Educational Level

In terms of formal education, almost half of the respondents (46%) had first Degree whereas less than half (40%) had Diploma. Very few had a Post Graduate Degree (8%). Less than one out of ten had both Senior High School (4%) and Junior High School education (2%).

Table 2 shows the educational levels of respondents used for the study.

Table 2 Educational levels of respondents

LEVEL OF EDUCATION	FREQUENCY	PERCENTAGE
Post Graduate	4	8%
Degree	23	46%
Diploma	20	40%
SHS	2	4%
JHS	1	2%

These results showed that majority of the respondents had formal education which also means that majority of respondents may be knowledgeable about activities within the organization due to their level of education and therefore provided very good information that contributed greatly in enriching the study. This however does not mean that those with lower educational background did not provide very relevant information in enriching the data. Their responses were equally vital for a balanced representation of facts.

4.2 Information dissemination in GRA

One of the underlying objectives of this study was to find out whether priority was given to internal communication in GRA. The study revealed that a lot of importance is given to internal communication in GRA. From staff interviewee respondent S03, "Internal communication is simply communication within an organization. It encompasses both "official" and "unofficial" communication among and between us employees of the

organization. Respondent S05 saw it as the exchange of ideas and opinions and the development of personal relationships within the organization.

Respondent M03 opined that “Internal communication in GRA goes on in all directions among line staff, administrators, supervisors, clerical and support staff, volunteers and even the Board of Directors”. This view is corroborated by S02 by saying ‘internal communication is the life blood of any organization, the way in which everyone gets the information he or she needs’.

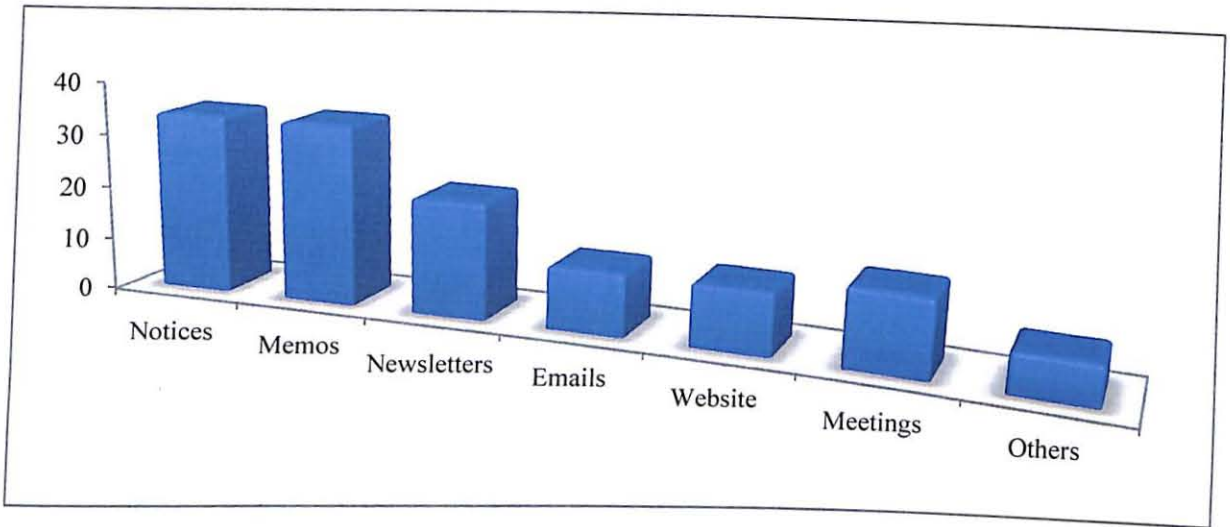
From the data gathered, it showed that majority of respondents representing 86% receive information about GRA regarding its operations and other activities while the remaining seven (7) representing 14% said they do not receive information on operations and activities of the GRA.

The study further revealed that, out of the forty seven (47) who receive information on operations and other activities of the GRA, eight (8) receive such information daily, nineteen (19) receive information weekly, nine (9) receive information on monthly basis, five (5) receive information on quarterly basis and the remaining fifteen (15) respondents receive information as and when necessary.

4.3 Communication channels employed by GRA

The study found channels used by GRA to include oral communication such as meetings; written communication including memos, notices, newsletters and also different electronic media to facilitate the transmission of information through the use of the internet (emails).

Figure 2 Communication channels employed by GRA



From figure 1, the multiple responses generated from the study clearly indicated that the most widely used channels of communication in GRA are notices and memos followed by the newsletter. Other channels indicated by respondents which were not part of the channels provided in the questionnaire included staff bulletin, letters, departmental meetings, general news via radio or television and through word of mouth or what is known as grapevine. Emails recorded the least used channel for information dissemination in GRA.

Again, regarding whether or not the channels of communication are effective, twenty seven (27) responded “Yes” and ten (10) responded “No”. The remaining six (6) did not

indicate any answer at all. Respondents who selected “Yes” to the above question explained that the channels of communication are easily accessible and provides opportunity for staff to make their voices heard on various issues affecting them.

Management interviewee M04 claimed that “there are consisted changes in the mode of communicating within GRA, as decided at a meeting, we vary or improve on the mode” This contribution agreed with the secondary data. From the reviewed literature, it came up that the world is growing smaller as technology advances and the creation of more advanced technology introduces organizations to different channels of internal communication, spanning both time and geographical distance (Fletcher and Major, 2006). They suggested four basic communication channels used in the workplace namely face-to-face meetings, audio or telephone exchanges, video mediated conferences and computer-mediated text transfers.

However, the management respondents M03, M02 and M01 all agreed that different communication channels are employed by GRA depending on the type of communication that take place. This is consistent with the media richness theory where different media are used depending on the type of communication. Daft and Lengel (1984) developed the media richness model to explain media choices. They said that media choice should match the ambiguity of any communication task with the richness of a particular media. From the data, almost all the respondents accede to the view that these channels have a wider reach and information is received on time. The other opinions indicated that the

channels are also one of the measures put in place to strengthen management and staff relationships in the organization.

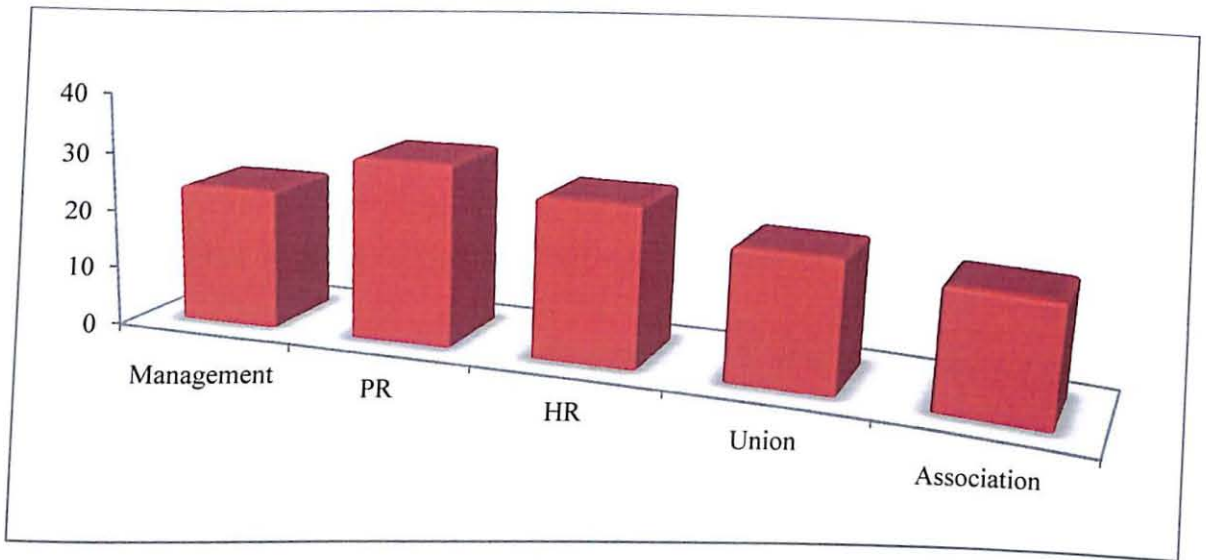
On the other hand, respondents who answered “No” to the question were of the view that the channels are not effective since it has limited scope for feedback. Again, most staffs do not read notices and even when they do, the information comes out usually late and sometimes out-dated.

From the data, additionally, meetings between management and staffs are not held regularly which to a large extent promotes effective communication in an organization. A staff respondent S04 insisted that GRA has more to do today, to this respondent, organizations and their employees have access to many communication channels. Selecting the most appropriate medium or media is an important issue for professional communicators once they have determined objectives and strategies, assessed relevant audiences and constructed messages, management should open up its doors for such necessary changes. This contribution gives credence to the underlying assumptions of the media richness theory is that a variety of media commonly used in organizations work better for certain tasks than others. To S04, Gerritsen (2009) contribution on the results of preferred and least preferred channel leads one to think that some channels are preferred due to certain tasks they are able to perform whereas some are not preferred due to some tasks they are not able to perform.

4.4 Department responsible for information dissemination

In order to ascertain clear understanding of the state of communication within GRA, the researcher set out to find out if respondents are aware of the communication outfit within GRA due to the previous arrangement of different entities like VAT Service, Internal Revenue Service and so on. With the integration, it is necessary to find out the department currently responsible for communication within GRA.

Figure 3 Department responsible for internal communication



From the figure above it can be observed that staffs receive all kinds of information from all departments within the GRA at one point in time depending on the message being communicated but the PR and HR Departments are mostly responsible for information dissemination. Communication is one of the most dominant and important activities in organizations (Harris & Nelson, 2008). Communication does not operate in a vacuum and therefore for every organization, communication is managed in a particular way. Respondent M04 said that “Internal communication is a specialization of public relations

concerned with how PR professionals in corporations or organizations help promote effective communication among employees and between line employees and top management. However, S03 believed it is the unions that because they receive much more information on specific issues relating to staff welfare including promotions, benefits from their Unions and Associations through their representatives at the management level.

This notwithstanding, the findings is clear that information dissemination within GRA is solely handled and managed by the PR Department. The PR Department was identified as the mouth piece of the organization.

4.5 Effective medium or channel for communication in GRA

From the study, multiple responses were generated regarding the effective channel of communication. Table 3 elaborates more on the responses from respondents.

Table 3 Effective channels of communication

Effective channel of communication	Reasons given
Newsletters	It contains a lot of information and can easily be distributed to staff
Social media	It has a wider reach and message is received instantly just at a click of a button
Notices	Notices are easily read by staff because the information provided is targeted at them
Intranet	Intranet also has a wider reach and can enhance Information Technology (IT) in GRA
Memos	Memos are widely circulated. It's the simplest form of communication
Bulk SMS	Instant, direct to staff on one-on-one basis and cost effective
Emails	Very fast medium of communication
Durbars	Regular staff durbars provides first-hand information
Staff bulletin	Information provided is specifically directed at staff and its always handy
Website	The website contains very important information which the public as well as staff feed on

According to the Media Richness theory, a medium may be rich or lean. One of the attributes which makes a medium rich or lean is “availability of instant feedback”. Other attributes are “personal focus of the channel or medium”, “use of natural language”, and “the capacity of the medium to transmit multiple cues such as body language, voice tone, and inflection”. Any channel which possesses almost all of these attributes is thought to be rich just as any channel which possesses less of these attributes is thought to be lean. Respondent M02 believed that “It will be prudent for one to choose the media that gives the greatest efficiency for the intended message to be conveyed accurately”.

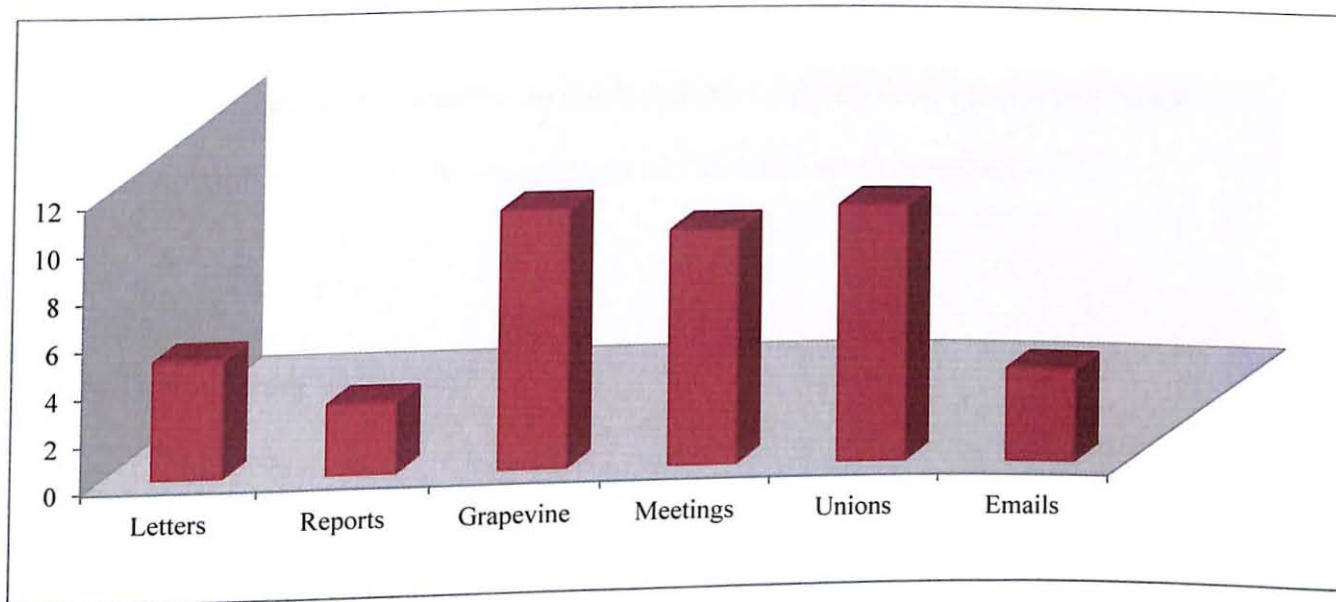
4.6 Feedback generation in GRA

Communication is a two way affair. An individual only communicates when the message sent out is received and sent back to determine whether the message has been properly understood. As such, this study sought to find how feedback is generated. Staff respondent S04 opined that “This applies in all forms of communication whether you are at work, communicating with employees, suppliers or customers, or at home communicating with your family and friends. Communication takes place when both parties understand each other. Thus, for communication to be termed effective both the sender and the receiver must be clear and understand each other”.

Despite the contribution above, there were however varied responses from respondents on how feedback was generated or channelled to management. There was no one particular way feedback was being generated.

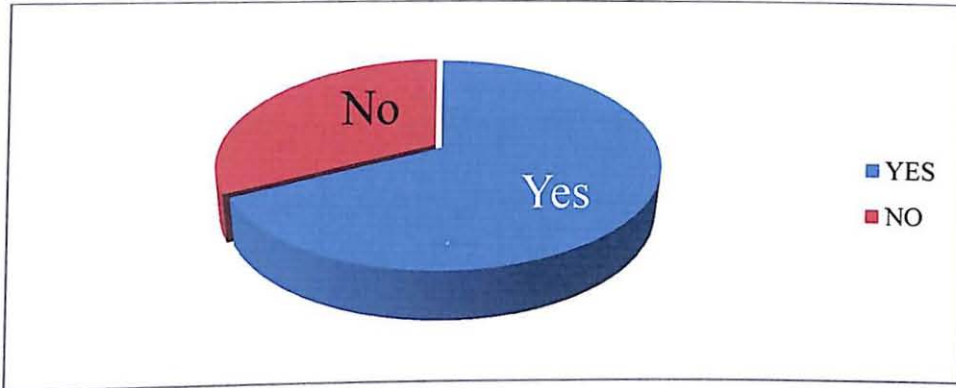
The study found almost all respondents agreeing to that feedbacks were received in both oral and written formats. The oral format identified by the respondents included periodic meetings with departmental heads and Unions as well as use of grapevine depending on the issues and its urgency. Feedbacks in written forms were identified through writing of letters, reports and sending of emails. Quite a few of the respondents tallying six (6) did not have any idea on how feedback was generated in GRA.

Figure 4 Feedback generation



1.7 Whether management organize meetings to facilitate communication in GRA

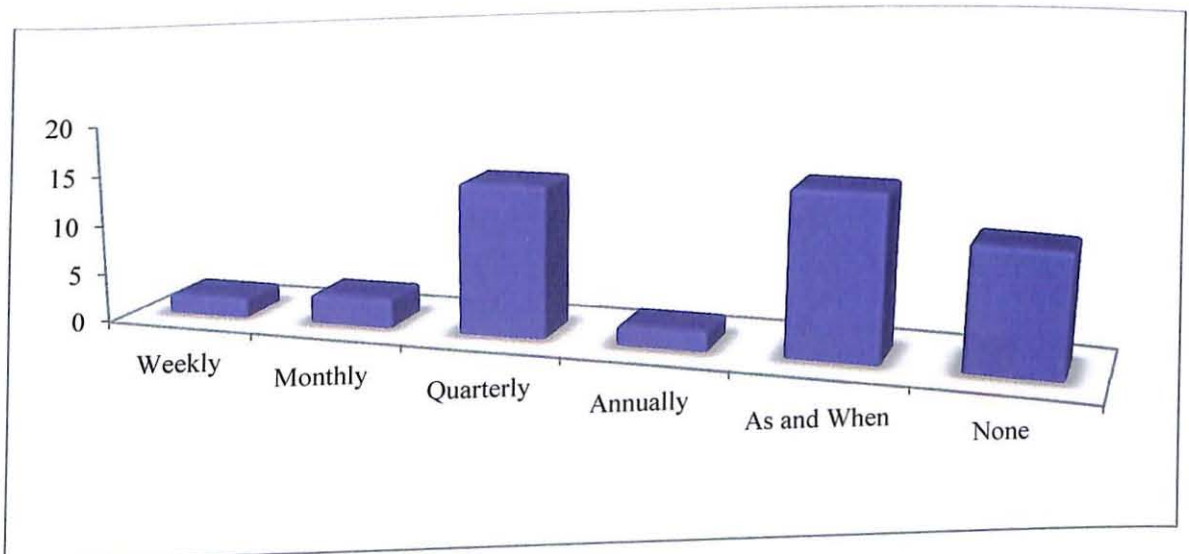
Figure 5



As shown in figure 5, majority of respondents attested to the fact that meetings are organized to facilitate communication in GRA and this is mostly done on quarterly basis as shown in figure 6. Often at times meetings are held as and when necessary.

1.8 Frequency of meetings

Figure 6

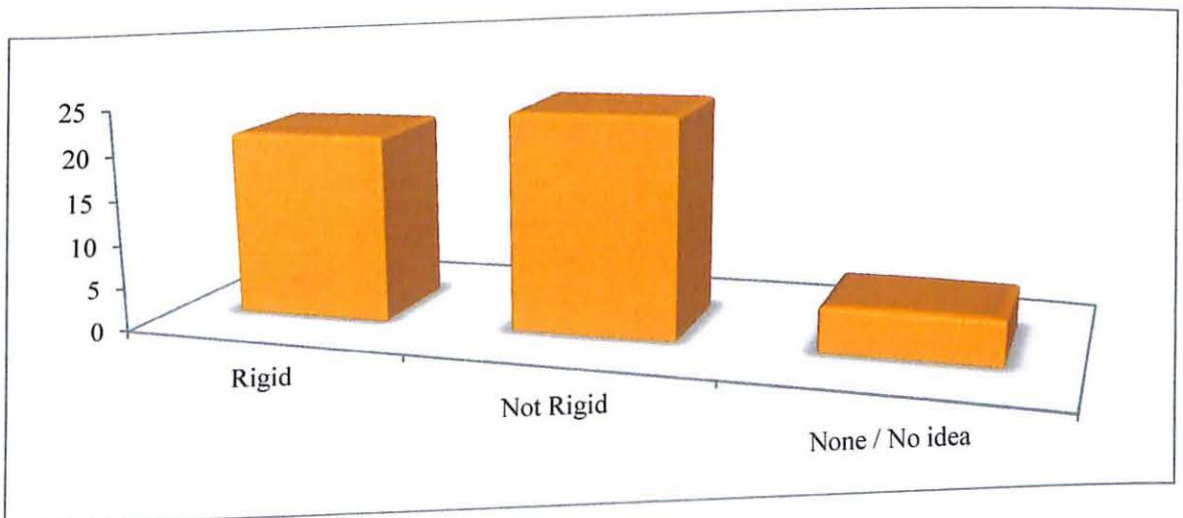


4.9 Nature and flow of communication in GRA

From the study, it was discovered that the bureaucratic and command structure of GRA cannot be overlooked when it comes to communication flow. Management respondent M01 said, “In GRA, communication flows in a hierarchical, top-down approach from the CEO that is the Commissioner-General and top managers (Commissioners, Deputy Commissioners and Assistant Commissioners) to other level managers in the organization”.

The study also has almost all staff respondents noted the existence of top-down approach of communication within GRA. Respondent S03 said that “the top-down approach of communication created bottlenecks at different levels of supervision and makes getting consistent information to all levels of the organization difficult”. For respondent S01, “information from top managers is often filtered and sometimes may be distorted, as it is relayed through the existing different layers of bureaucracy within GRA”.

Figure 7 **Communication flow in GRA**

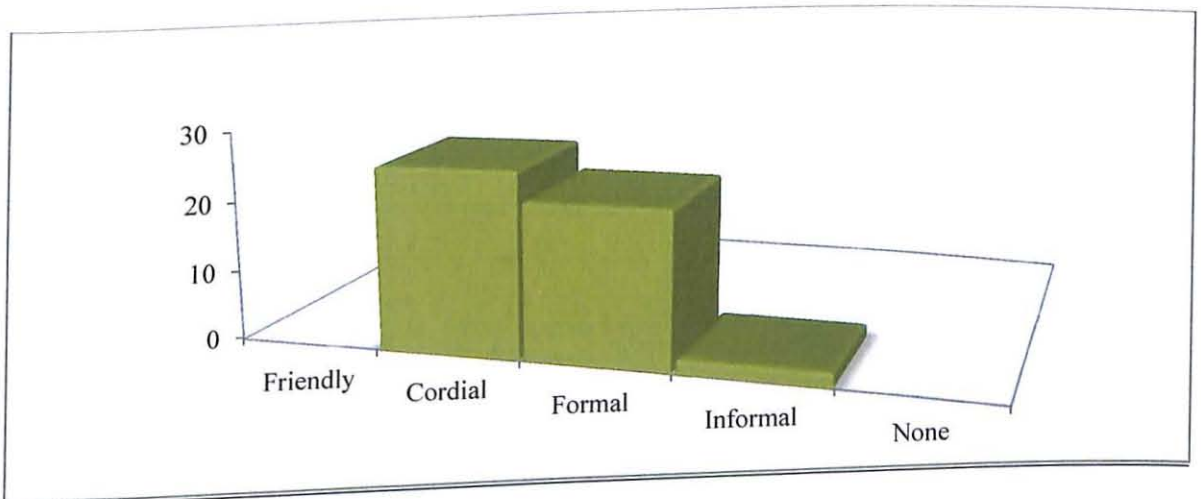


From figure 6, the result is not clear cut. Although, almost half of the respondents were of the view that the communication flow in GRA is generally not rigid. Combining the ‘no idea response’ and ‘rigid’ is also almost half of the respondents. A management respondent M02 said ‘am of the view that staffs are able to communicate with management through laid down structures and procedures. However, staff respondent S05 opined that ‘most information is channelled or relayed through meetings and grapevine’.

In all, the situation does not appear serious as it may seem. Taking the neutrality out means the flow of communication is not that rigid. This apparently decided view came from a staff respondent S02. S02 believed that, GRA does not restrict itself to a particular communication medium because it chooses the media that gives the greatest efficiency for the intended message to be conveyed accurately at most times.

1.9 Relationship between management and staff

Figure 8



From figure 7, depicts the observed type of relationship existing at GRA. The data presented above shows that the relationship between management and staffs at GRA is both cordial and formal. The greatest shock is the absence of friendly relationship. This perhaps meant that at GRA, things are done purely on rules and procedures. However, the secondary data provided that effective internal communication can enhance corporate reputation and credibility, since employees are viewed as particularly credible sources by external stakeholders (Dawkins, 2004; Hannegan, 2004).

On the issue regarding whether the internal communication systems practiced in GRA were effective, respondents constituting 58% were of the view that GRA uses appropriate channels for communication to provide regular and timely information on issues to staff. The remaining respondents constituting 42% said internal communication in GRA is not effective because communication is always delayed and usually provided at the last hour. Respondent S01 asserted that “the information provided sometimes does not address issues affecting staffs and this leads to grapevine”. Other respondents also indicated that the organizational and command structure of GRA is not flexible for information to trickle down to low level employees.

4.11 Communication flow and practice in GRA

Figure 9 Ratings of communication flow in GRA

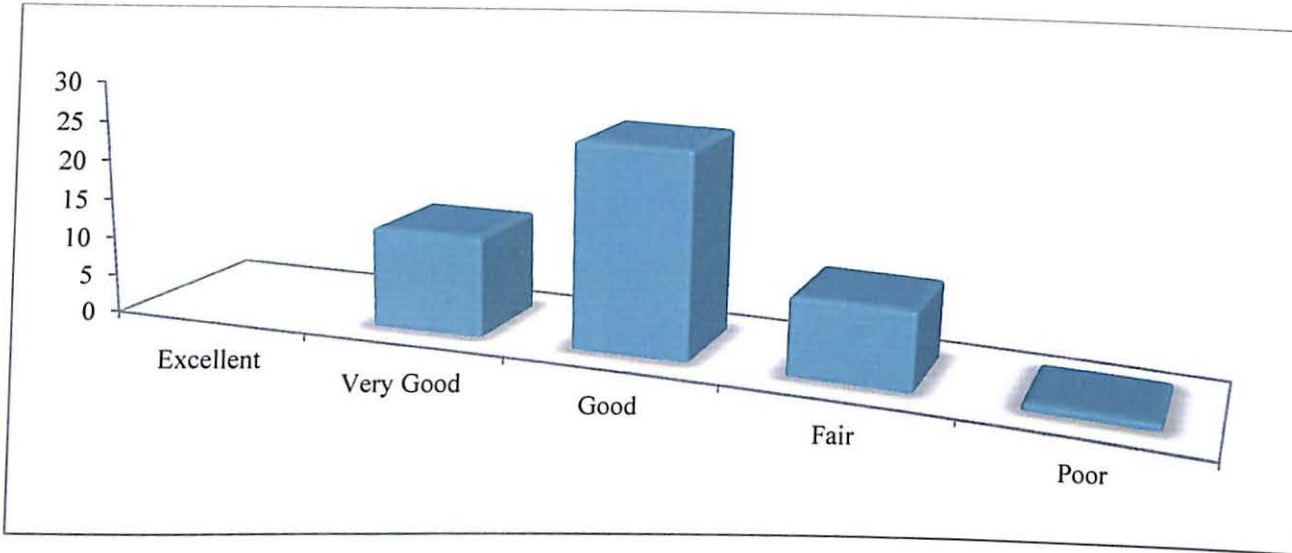


Figure 8 indicates the ratings of communication flow in GRA. From the results obtained, majority of respondents representing 52% of the total sample size rated the communication flow in GRA as “Good”. 26% of respondents rated it as “Very good” whilst 20% of respondents rated the communication flow as “Fair”. Only one respondent representing 2% of the total sample size rated the communication flow as “Poor”.

These ratings provide clear signal of good communication flow at GRA. However, the ratings fall short of ‘very good’ and ‘excellent’ which is not great situation that institution like GRA should have. The culture of an organization consists of accepted and traditional ways of doing things for example, particular relationship structures, etc. People get used to that culture and just as in a society, changing it can be difficult. If the culture of an organization has encouraged hoarding information and lack of contact among staff,

switching to a culture of openness and free exchange may take time and a lot of tact (Dawkins, 2004).

To foster internal communication in GRA, respondent SO4 believed “the first and most important step is to establish a climate of openness that encourages the free flow of communication and information in all directions”. This means that the organizational culture has to embrace internal communication.

CHAPTER FIVE

CONCLUSION

5.0 Introduction

The underlying aim of this study was to look at the extent of internal communication in the Ghana Revenue Authority (GRA) and its effects on organizational performance. The main objectives spelt out for the study were to find out whether priority was given to internal communication in GRA and also determine the levels of communication and how it was managed.

Other objectives were to identify the communication tools employed by GRA, ascertain how feedback was received from employees regarding communication as well as determine whether effective communication contributed to organizational performance.

A self-administered questionnaire was used to solicit responses from respondents. The questionnaires were administered to both management and staff of GRA in the following departments - Communication & Public Affairs, Human Resource, Administration and Operations because of their key role in the organization.

5.1 Summary of findings

From the study, it was discovered that a lot of importance is attached to internal communication in GRA. Internal communication is the life blood of the organization because management makes the conscious effort to always provide information on clear

standards and expectations of staff to enable them do their jobs well and function effectively. As indicated by Daft & Lengel (1984) in their Media Richness Theory, organizational successes depend on how well managers can clarify messages and reduce message complexity to ensure that employees understand those messages.

The nature and flow of communication in GRA was identified to be very formal. This is where information travels through official pathways that reflect the organization's hierarchy. It was also indicated that the bureaucratic and command structure of GRA played a crucial role in information dissemination especially issues relating to its operations. Communication flows in a top-down approach that is from the CEO and top managers to other level managers in the organization. Most often at times, when information is relayed, it comes out late and also distorted as it trickles down to low level employees. This situation can be linked to the early models of communication that is the Shannon - Weaver Model (1949) which focused on one-way transmission of messages. This model is also known as transmission model where communication is reduced to transmitting information that is from sender to receiver who apparently communicates in isolation with no social context. However, the aim of Public Relations (PR) is not just to transmit information in a passive way, but also to influence or persuade the receptor to a course of action.

The Two-way Asymmetric Model propounded by Grunig, 1984 can also be associated to GRA's nature and flow of communication. This form of communication is also one way communication where by persuasion and manipulation is used to influence audience to behave as the organization desires. This model does not use research to find out how it publics feel about the organization.

The issue of grapevine was also very prevalent in the organization. Although information through grapevine is often inaccurate, staffs considered it as one of the fastest and effective way knowing about the organization's happenings and other issues.

Furthermore, it was discovered that GRA employs multiple channels of communication depending on the type of information to be communicated. This is consistent with the media richness theory where different media are used depending on the type of communication that takes place. However, the study showed that notices, memos and newsletters were channels predominantly used to disseminate information because they are considered to be rich. Although these channels are arguably quiet out-dated, respondents believe they are equally effective when it comes to communicating to staff across the country. That notwithstanding, it was suggested that GRA could explore and possibly employ new communication methods such as the intranet, emails and social media to communicate more effectively.

The study further noted varied responses on how feedback was generated. Feedback generation was either in oral or written form. There was no one particular way for feedback generation.

Respondents were also of the view that effective internal communication contributes to organizational performance because a well-informed staff leads to high productivity thereby contributing to the goal or objectives of the organization.

5.2 Recommendations

The following are recommendations from the study;

In order to achieve a successful and strategic internal communication, GRA should provide timely and relevant information to staffs through various channels they employ and trust and also in the language they understand.

Even though GRA employs multiplicity of channels depending on the type of communication that take place at one point in time, it is suggested that the advent of new media could help improve its communication strategies to achieve the organization's goal. This is because social media for example are fast and powerful dialogue-creating channels which can empower and engage employees. They influence and alter traditional media and their uses. GRA should therefore blend both new and traditional media in ways that will help best achieve their goals and enhance relationships with internal and external publics.

GRA should maintain only one department that will be responsible for its internal communication. This is to avoid duplication of functions performed by other departments within the organization. Every staff should be able to identify the PR Department as the sole department responsible for information dissemination no matter the information and who it affects. This will make the Department more proactive in its role as communication facilitator. Public Relations practitioners must also see themselves as internal experts on communication who serve as facilitators and counsellors to the

Commissioner-General, Commissioners and managers and provide strategic support to enhance revenue mobilization.

Additionally, PR practitioners could employ the new media to stimulate employee engagement, provide relevant information and capture employee insights and issues. This means moving the PR practitioner's role from one of information distribution to open dialogue, letting go of the notion of control, listening closely to others in conversations, communicating honestly and equipping managers and supervisors as primary communicators within the organization.

GRA should continue to promote two-way communication as the foundation for employee motivation and organizational success. Two-way communication provides continuous feedback, which is crucial to learning and to processing organizational change.

Fostering a culture of communication where by employees at all levels feel free to openly share ideas, opinions and suggestions. This will enhance employee understanding, build trust, stimulate engagement and encourage greater diversity.

Furthermore, the communication style of management or leaders (top managers) should invite open, on-going and transparent discussion so that employees will be willing to voice their opinions and suggestions.

5.3 Limitations to the study

Time factor was a huge limitation. It took the researcher much time to retrieve questionnaires from respondents especially officers in the Operations Unit due to their heavy working schedules. The nature of their work which involves verification, monitoring and evaluation of businesses outside the office premises made it very difficult for them to take time to answer the questionnaire.

High cost of doing research that is the resources required to undertake this study. The research work demanded a lot of money to employ the necessary human resources and basic technological equipment's and materials such as computer, printer, tonner, photocopier, just to mention but a few. The inadequate and high cost of research materials compelled the researcher to work manually delaying the research process.

Another limitation of the study was the absence of research undertaken in respect to a revenue authority like the GRA. Much of the related literature that formed the background and context of the study tended to be outside the scope of GRA and the revenue collection sector in the African context. However, the researcher was cautious and explored more options that helped to ensure that this limitation do not affect the process, data collection and the findings.

5.4 Conclusion

On the whole, this study clearly indicates that internal communication is a major constituent in every organization as purported by some researchers to be the lifeblood of an organization (Bartlett and Ghoshal 1989).

Despite the advent of technology, more especially new media which provides faster and powerful dialogue-creating channels that empower and engage employees, the traditional media is still regarded very important in information dissemination in organizations such as the GRA. However, it is important to blend the two medium in ways to help achieve organization's goal and success.

Also, providing timely and relevant information that concerns staffs especially through the appropriate Department that is the PR Department and using the right channel tend to be more effective in establishing and maintaining a cordial working environment for employee engagement.

Achieving organizational goal and success also require the combination of openness and easy flow of communication in an organization to enable employees feel part of a coherent whole. This is because open communication contributes immensely to organizational performance.

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Educational level Post graduate () Graduate () Middle school ()
SHS () JHS () Others (Please specify)

Age 20 – 30 () 31 – 40 () 41 – 50 () 51 – 60 ()

SECTION B

1. Do you receive information on operations and other activities relating to GRA?

Yes () No ()

2. How often do you receive such information? Daily () Weekly ()
Monthly () Quartely () Annually () Other (Please specify)

3. Through what channel or means do you receive such information? Notices ()

Memos () Newsletter () Emails () Website ()
Meetings () All () Others (Please specify)

4. Are these channels effective in communication or information dissemination in GRA?

Yes () No () Please give reasons for your answer

5. Who is responsible for such information dissemination?

Management () PR () HR () Unions () Associations () All
() Others (Please specify)

6. Which department is solely responsible for information dissemination in GRA?

PR () HR () Administration () Management ()

7. In your opinion, which medium or channel should GRA adopt to achieve effective communication between management and staff and why?

8. How is feedback generated or by what means is feedback channeled to management or the department in charge of internal communication?

9. Do management organize meetings with employees to facilitate communication in GRA? Yes () No ()

10. How often are such meetings held? Weekly () Monthly () Quarterly () Annually () Others (Please specify)

11. How will you describe the communication flow in GRA?

Rigid () Not Rigid () Please give reasons for your answer

12. What is the relationship between management and staff of GRA?

Friendly () Cordial () Formal () Informal ()
None () Others (Please specify)

13. Do you think the internal communication systems practiced in GRA is effective?

Yes () No () Please give reasons for your answer

14. How would you rate the overall communication flow and practice in GRA?

Excellent () Very good () Good() Fair ()
Poor () Please give reasons for your answer

15. In your opinion, how can GRA improve on its internal communication?

16. Do you think effective internal communication contributes to an organizational performance and for that matter, GRA's core mandate?

Yes () No () Please give reasons for your answer.

Thank you.