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**AN ANALYSIS OF THE RELATIONSHIP BETWEEN EMPLOYEE
COMMUNICATION AND BUSINESS PRODUCTIVITY: A STUDY OF
THEOVISION INTERNATIONAL, ACCRA.**

BY:

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DECLARATION

STUDENT

I hereby declare that this project work was carried out by me and attributes to reference materials or documents have been duly acknowledged. No part of this study has been presented here or elsewhere for an award.



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I hereby declare that the preparation of this project work has been supervised by me in accordance with the guidance as laid down by the Ghana Institute of Journalism.



DATE: 13th December, 2021

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DEDICATION

I dedicate this piece of work to my parents, Mr. Charles Fumadorh & Mrs. Abigail Fumadorh
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I am eternally grateful to God for His mercies and for the strength to successfully complete this project. I want to specially thank the Head of Public Relations at the Faculty of Public Relations, Advertising and Marketing, Dr. Albert Anani – Bossman for his guidance as my supervisor.

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ABSTRACT

Internal communication has evolved into an element that is crucial for the success of any organization when adopted effectively. According to the Excellence theory of public relations, a symmetrical system of internal communication increased employees’ satisfaction with their jobs and with the organization. Furthermore, internal communication affects the

ability of strategic managers to engage employees (Welch & Jackson. 2007). This study explores the relationship between employee communication and business productivity at Theovision International, Accra and also analyzes the impact internal communication has on business productivity. The study used a mixed method approach which used survey questionnaires and interviews among a sample of 41 employees.

In line with related literature, the study revealed that there is a relationship between employee communication and business productivity. It also confirmed that employee communication positively impacts on the latter. Following findings from the research, it was recommended that Theovision International, Accra adopts a two – way symmetrical internal communication system where feedback from employees is seriously considered. Also, team work and informal events which strengthen internal communication must be encouraged at the organization

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Communication is key to the survival and growth of every organization. No wonder some scholars hold the view that communication is the solution to all organizational problems. One such scholar is Goldhaber (1984) who saw organizational communication as the ultimate determinant of all organizational outcomes. Scholars who share this view, say it is wrong to place communication on the same level as organization behavioural variables such as motivation, leadership and job satisfaction. This is because to Goldhaber et al (1984), communication is far more important than all other variables. Communication is the key factor that determines all other variables and that “without communication, there can be no motivation, leadership productivity and no organization (Goldhaber et al 1984, p. 305). Internal communication which is a subset of general communication deals with the exchange of information, creating understanding and behaviours within an organization. It is defined as “the symbolic interaction that occurs within organizations among organization members” (Pearson et al 2003). When employed very well in an organization, internal communication can help improve the culture of an organization through the active participation of all employees and management. It involves the use of an integrated communication channel to engage employees and to ensure their effective buy-in to the organization’s mission, vision policies and programmes. This study seeks to provide insight into employee communication in organizations, by analyzing the relationship between Employee Communication and business productivity. This will add value to organizations and enhance their employee communication strategies for maximum business productivity.

1.1 Background of the study

The term communication is derived from the Latin word, “communis”, which means “to share” (Ezezie, 2008). Consequently, this means sharing would enable one to partake and cooperate hence it is a social activity. However, if there are no common understanding results from the transmission of symbols (verbal or non-verbal), there is no communication (Donnelly, Gibson, & Ivancerich, 1984). According to Van Vuuren et al. (2006, p. 124-125) contribution of communication to commitment underlies the importance of supervisor communication to organizational functioning. The effects of communication to fit and efficacy perceptions recap the role of interactions between managers and employees, because of sense of trend, motivation and competence are important to them. Thus, this area of communication is important in organizations. If communication does not function in teams and between supervisors and subordinates, it reflects negative to the whole organization.

Therefore, it becomes evident as pointed out by Eisenberg and Phillips (1990) in Sliburytz (2004, p. 198), that the management needs to understand the complexities of organizational life and organization needs to examine whether this communication between the management and employees are helping to bring a positive picture. An effective communication image leads to management support for confidence in its goals and objectives.

It is significant for organizations to listen to their employees and take their ideas and perceptions into account especially when developing different issues and operations. Pollitt & Brown (2008, p. 29) point out that the best incentive for employee inspiration is not a perk. They state that it is simply listening to employees, valuing their contributions and at the same time, valuing them as individuals with unique strengths and needs. Internal communication is the term used to describe an organization’s managed communication system, where employees are regarded as an internal public or stakeholder group (Vercic et al 2012). Other terms used are ‘employee communication’, ‘organizational communication’ and ‘internal marketing’. An organization’s managed communication system may include a variety of channels and

activities, including newsletters, noticeboards, staff briefings and intranets, to name just a few.

1.2 Statement of the Problem

Organizations are made up of various individuals and groups who come together to work to achieve common goals and objectives. These groups play a key role in determining the success or failure of the organization. They comprise both internal and external groups of an organization.

Seltzer, Gardner, Bichard, and Callison (2012, p.128) state that employees are a key stakeholder group that requires the attention of organizational management. Welch and Jackson (2007, p.183) also call for the identification of employees as a stakeholder group that is considered to be important in an organization. This study focused on internal communication; communication within an organization between management and employees, and specifically its relationship with Business productivity in organizations.

Internal communication therefore plays a pivotal role in organizations as it becomes a channel through which employees are engaged.

However, Nnamseh (2009) stated that business executives still do not understand what internal communication is and its role in the success of an enterprise. There is also a gap in terms of available evidence showing the relationship between employee communication and business productivity. The purpose of this research is therefore to analyze the relationship between employee communication and business productivity and to develop strategies for effective employee communication for corporate organizations.

1.3 Objectives of the study

This study focuses on the relationship between Employee/ Organizational communication and Business Productivity.

This study seeks to achieve the following objectives;

- Explore the relationship between Employee communication and business productivity.
- Examine the impact of Employee Communication on Business Productivity.
- Identify the employee communication strategies of Theovision International, Accra

1.4 Research Questions

- What is the relationship between employee/organizational communication and business productivity?
- What is the impact of Employee Communication on Business Productivity?
- What are the employee communication strategies of Theovision International?

1.5 Significance of the Study

It is expected that this study will build strong evidence regarding the relationship between employee communication and business productivity and its impact on organizations performance.

This study seeks to provide insight into Employee Communication in organizations, by examining and analyzing the relationship between employee communication and business productivity and ascertaining its impact on business productivity. This will add value to organizations and enhance their employee communication strategies for maximum business productivity. This study will analyze the relationship between employee communication and business productivity in organizations, specifically Theovision International.

The results of the study will be of great benefit to the following:

Business managers and executives. Data given will provide managers with information on the nature and importance of employee communication and how it can be used effectively as a tool for business productivity in organizations. The result will enable managers of TVI develop/improve employee communication strategies.

Employees. This study will provide information regarding employee communication channels and which ones are most effective. It will also enable employees to enhance their communicative skills for maximum business productivity.

Researcher. The results of this study will help the researcher understand the concept and dynamics of employee communication and its relationship with business productivity. This will help the researcher get insight into the topic for further studies.

1.6 Scope of the study

This study will be limited to TVI, a non – profit Christian organization. The management members and employees will be the participants for collecting data for the study.

1.7 Organization of the Study

The study will be organized into five main chapters:

Chapter One, comprises the Background of the study, Statement of the problem, Objectives of the Study, Research questions, Rationale of the Study, Significance of the Study, Scope of the Study, Organization of the Study, and Summary.

Chapter Two, examines theories related to this study; The systems theory and Theory of symmetrical internal communication. It also reviews relevant works done by other scholars in relation to the topic,

Chapter Three, describes the research design that is used to collect the data, the sampling method and sample size, data collection method, instrument for processing the raw data and the analytical tools that will be used to analyze the data.

Chapter Four, outlines the findings and interprets the results of the findings.

Finally, Chapter Five, summarizes the findings and makes recommendations for research and policy decisions and concludes the study.

1.8 Operational Definitions

Internal Communication

This study adopts Welch and Jackson's (2007: 184) definition of internal communication.

They define internal communication between an organisation's strategic managers and its internal stakeholders, designed to promote commitment to the organization; a sense of belonging to it; awareness of its changing environment; and an understanding of its evolving aims.

Given this definition, internal communication is the strategic management of relations between stakeholders at all levels within an organization.

This definition already touches on the constructs of employee engagement, such as commitment to the organization and a sense of belonging.

Business Productivity

In this study, productivity is defined as a ratio between the output volume and the volume of the inputs. In other words, it measures how efficiently production inputs such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. It is for this reason that organizations are continuously reviewing their methods and skills with the objective of finding ways in which to increase their value-added outputs with fewer resources.

Employee Engagement

Various scholars have attempted to provide a comprehensive definition of employee engagement. Kahn (1990, p.700), one of the first authors to conceptualise employee

engagement, identified three psychological conditions that are necessary for engagement: meaningfulness, safety, and availability (physical, cognitive and emotional).

In this study, employee engagement is understood to refer to a mechanism through which a two – way relationship between employer and employee is developed and nurtured; and is symbolized by cognitive, emotional and physical involvement of an individual employee in role performance. Employee engagement is achieved when employees have a positive attitude about the organization they work for, understand and align themselves with its values, and exert extra efforts towards the achievement of organizational objectives.

Organizational Performance

Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The analysis focuses on three main outcomes, first, shareholder value performance; second, financial performance; and third, market performance.

Organizational Communication

In this study, organizational communication is a field of study, that focuses on the communication and information flow within organizations through different roles of the media. Organizational communication includes both internal communications, such as employee training modules, messaging around an organization's mission, interpersonal communications between management and employees, and professional communication such as emails.

1.9 Summary

This Chapter introduced the research and talked about the background of the study, statement of the problem, objectives of study and research questions. It also dealt with the rationale of

the study, significance of the study and the scope of the study. The next chapter will review literature for the study and discuss the theories underpinning the study.

CHAPTER TWO

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.0 Introduction

This chapter discusses relevant literature on employee communication and business productivity. It is in two parts; theories underpinning the study and review of related literature. This study will focus on two main theoretical perspectives; the Systems theory and the theory of symmetrical internal communication. These theories were chosen for the reason that they

are most closely linked with the study and help the researcher to understand the phenomenon - employee/internal communication.

2.1 Theoretical Framework

2.1.1 Theory of Symmetrical Internal Communication

According to J. E. Grunig (2006), the conceptualization of symmetrical communication was stimulated by Carter (1965) and Chaffee and McLeod's (1968) concept of co-orientation. In contrast to traditional approaches about how to develop messages to change attitudes or behavior, orientation emphasizes how two people or levels of a system are jointly oriented to each other. Similarly, the basic premise of a symmetrical model is how individuals, organizations, and the public use communication to adjust their thinking and behavior, rather than control or manipulate how the other party thinks or behaves. Thus, symmetrical communication favors understanding, collaboration, responsiveness, and the creation of longterm and mutually beneficial relationships (Grunig et al., 2002).

In the internal communication setting, symmetrical communication is defined as the communication worldview and practice that characterized by its emphasis on “trust, credibility, openness, relationships, reciprocity, network symmetry, horizontal communication, feedback, adequacy of information, employee-centered style, tolerance for disagreement, and negotiation” (J. E. Grunig, 1992, p. 558; J. Kim & Rhee, 2011)

Internal symmetrical communication in the organization is based on the principles of employee empowerment and participation in decision-making (J. E. Grunig & L. A. Grunig, 2011). In such a communication system, managers and followers engage in dialogue and listen to each other; internal media disseminate information required by employees to foster mutual understanding and understanding of individual roles. Thus, symmetrical communication fosters a participative organizational culture and organic structure. Grunig et al identified symmetrical

internal communication as one of twelve characteristics of excellent organizations – as well as human resources, leadership, and culture that are related to communication.

Kang and Sung (2017) found a positive link between symmetrical internal communication, employee engagement, and supportive behavior and commitment. Similarly, Men and Stacks (2014) found a positive association between symmetrical and transparent communication with favorable relationship outcomes such as employee trust, satisfaction, commitment, and control mutuality.

2.1.2 Linkage of Theory of Symmetrical Internal Communication to the Study.

The theory of symmetrical internal communication is core to this study as it explains the ideal and normative way in which internal communication is practiced in organizations. Communication between management and employees.

The quality relationships of organizations with their employees contribute not only to organizational performance and the achievement of organizational goals but also to the development and protection of organizational reputation and image in a turbulent environment. J. Kim and Rhee (2011) proposed that employees with good long-term relationships with their organization “are likely to consider organizational problems as their own, and are thus likely to forward and share supportive information for their organization during organizational turbulence.” By contrast, employees with poor relationships with the organization “are less empathic to the organizational situation and more likely to disassociate themselves from their working organization. Even worse, they empathize with external active publics who criticize and attack the troubling organization and attribute problematic situations to organizational management” (p. 251). This notion reflects Rhee's (2004) finding that employees who have positive relationships with their organizations facilitate the development of positive relationships with the organization's external publics as corporate advocates.

2.2 Systems theory

The system theory describes an organization as a set of parts or subsystems which impact on each other and which together interact with the organization's environment. The theory was borrowed from biology, one of the founders of this theory was Ludwig Von Bertalanffy, an Austrian biologist. In 1968, Bertalanffy sought to explain the relationship between parts and the whole of living organisms in his work, *General Systems Theory: Foundations, Development, Applications* (Weckowicz, 2000). According to systems theorists, an organization is a composite of interdependent units that must work cooperatively in order to effectively survive.

The theory holds that organizations should be viewed as open systems. This means that an organization cannot live nor thrive without interacting with both its internal and external environment. The various units and departments in an organization are all interdependent. What happens in one unit, either directly or indirectly, affects what happens in another. These interdependent units must communicate with each other in order for the organization to be efficient and thrive. Organizational theorists, including Katz and Kahn (1978), Miller (1978), Bell and Bell (1976) among many others saw a system as consisting of an interacting unit which endured through time within an established boundary, by responding and adjusting to change pressure from the environment, in order to achieve and maintain stated objectives. Unlike biological system which depends on the physical proximity of its constituent part, organization social systems do not. Rather, the relationship is based on the specification of the organization's publics who are involved or affected by that organization including all those with whom the organization must establish and maintain enduring and mutually beneficial relationship.

For organizational communication scholars, systems theory has many connotations. To some, it is the ideal theoretical framework for the study of organizational communication, capable of capturing inherent in organizations in a rigorous, empirical, testable manner. To others, it serves

as a devil term, a conservative, positivistic approach that attempts to objectivize organizations and hides their meanings to their members or their oppressive nature. For the majority of organizational communication scholars, however, systems theory provides some basic terminology, part of the taken -for - granted vocabulary that forms the backdrop to inquiry and teaching.

The Systems theory encourages an "open- system' of interaction where information is constantly being exchanged between an organization and its internal and external environment. This system is considered very responsive- to- environment changes and has an in-built feedback, mechanism to detect and correct any malfunctioning or adjust to changes in the environment. It is also able to maintain a steady state of dynamic and enduring equilibrium between the organization and its public" (Katz& Kahn, 1978)" Communication is deemed as a two -way process that helps the organization and its public form a more complete and accurate picture and understanding of each and understanding of each other thus, communication strategies are designed for the sharing (not just giving) of information, and for the solving (not just explaining away) of problems (Koontz and Weinrich, 1988).

The appeal of systems theory for organizational communication research lies in its potential to represent the complexity of organizations and organizational communication in a rigorous yet manageable fashion, just as it has done in the natural and biological sciences and in engineering. Another appealing feature of systems theory is its potential to incorporate agencies in ways that traditional quantitative methodologies cannot accommodate.

Open and Closed Systems

Bertalanffy described an organism as an “open system ...in which material continually enters from and leaves onto the outside environment”. Likewise, an organization can be seen as an “open system” requiring material from the outside environment in order to survive. A closed

organizational system - like an organism separated from the outside environment – would eventually be unable to sustain itself.

A disadvantage of systems theory suggests all variables have some equality in the extent of impact and control over the business environment conditions. This is not to be the case as some variables are bound to have a greater impact and degree of control when compared to other variables. Nevertheless, circumstances can change and hence it is quite possible that what was once considered irrelevant can as quickly become a major force and vice versa. Dealing with so many variables may not be possible and is often a criticism in the application of systems theory.

2.2.1 Linkage of the Systems Theory to the Study.

Systems theory recognizes organizations as living organisms made up of subsystems. The unit of analysis in systems theory is on holistic functional groups (systems) instead of individuals within organizations. The sub-systems in organizations refer to the various units and departments in an organization for example, the public relations department, human resource department, finance department, marketing department and so on. These units are interdependent and depend heavily on internal communication for achieving organizational goals. A breakdown of internal communication may lead to a breakdown of the whole system or organization. Systems theory is used to evaluate how organizations coordinate important internal and external communication activities to adapt to changing conditions and demands (Kreps, 2019, 1990; Poole, 2014).

2.3 Defining Internal Communication

Internal communication is the term used to describe an organization's managed communication system, where employees are regarded as an internal public or stakeholder group (Vercic et al 2012). Other terms used are 'employee communication', 'organizational communication' and 'internal marketing'. An organization's managed communication system may include a variety of channels and activities, including newsletters, noticeboards, staff briefings and intranets, to

name just a few. Welch and Jackson (2007, p. 179) proclaim that various authors have in their work cited the definition of internal communication as "... the communication transaction between individuals and / or groups at various levels and in different areas of specialization that are intended to design and redesign organizations, to implement designs and to co – ordinate day – to – day activities ...".

Broadly, internal communication refers to a process in which employees are provided with information about their individual roles, as well as the overall objectives and goals of the organization (Vercic et al.,2012; Welch & Jackson, 2007).

Hayase (2009, p. 2) defines internal communication as the exchange of information, both formal and informal, between management and employees within the organization. Internal communication has been defined as 'the planned use of communication actions to systematically influence the knowledge, attitudes and behaviours of current employees' (Stauss and Hoffmann 2000, p. 143)

The above definitions of internal communication point out to the fact that employees form integral part of every organization's success; therefore, they need to be communicated with effectively in order to understand and achieve organizational goals and objectives.

2.4 Effective Internal Communication

Working towards sustainability is not the sole responsibility of top management rather it requires collective efforts of each member of an organization. And that is possible only through effective internal communication. As defined by Chong (2007), "effective internal communication is the first frontier in the battle for the customer". The significance of effective internal communication is evident in past researches (Muhammad Arif et al., 2009; Mark Chong, 2007). For example, Barrett (2002) accentuates, the best way to reach employees is face-to-face communication rather than relying on indirect channels such as electronic media.

Vaaland and Heide (2008) emphasizes bottom-up communication. Furthermore, Welch & Jackson (2007) claim that, rather than treating employees as a single public, they should be segmented based on say structural levels of demographics. This can help in ensuring that the information targeted at any one audience is as relevant and meaningful for them as possible (Barrett, 2002). These findings direct to the significance of conducting sustainability communication studies that center on employees as a key stakeholder group.

Internal Communication plays a role in the daily survival of any organization (Bharadwaj, 2014). The different communication networks that exist within the organization are formal and informal communication. Messages in organizations, whether they are formal or informal, travel in one of three directions: *upward* from subordinate to superior, *downward* from superior to subordinate, or *horizontally* between employees on the same level.

Formally, organizational communication has two dimensions; vertically and horizontally. Vertical communication is a downward and upward form of direction. In other words, vertical communication transmits information among different levels in the organizational structure. However, horizontal communication also transmits information among people, divisions, departments and units within the operational structure.

2.4.1 Downward communication

Downward communication is the communication network where messages flow from a higher-level employee to a lower-level employee within an organization. This arises if information runs down through an organization's official succession of the hierarchical structure. In other words, communications start at the upper levels of the organization and move through to the bottom levels (Tubbs and Moss, 2008). The purpose of downward communication is to assign tasks respectively, postulate instructions and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees' past performance (Robbins

et al., 2010). In fulfilling employees' basic necessities, it is important that employees receive satisfactory and correct information regarding the organization and their roles to be accomplished, and there must be instantaneous feedback about their performance (Greenberg and Baron, 2008).

A related research by Robbins et al., (2010) disclosed that downward communication can be crucial to the success of an organization. Robbins et al., (2010) went on to explain that it would be advantageous to clarify the rationale behind a manager communicating downward to the subordinate. In most cases, management within an organization ignores these aspects of communication. It could be that they are either preoccupied to make information known to the employees. They also might have been seen as "machines" following orders according (Robbins et al., 2010). It is however revealed in research conducted by Dvorak (2007) that such explanations heighten employees' assurance and enhance support for decisions. Besides, downward communication has some deficiencies in some organizations. It has been a concern that modern employees take delight in participating in the communication formulation rather than just receiving information about their tasks and also getting feedback from managers. In an analysis made by Robbins et al., (2010), the downward style of sharing information is a oneway kind of communication. Only the upper-level management do communicate while the lower-level employees only do the listening. Feedback is rarely attained from the lower-level making their inputs overshadowed. According to Robbins et al., (2010), upward communication is regarded as important as downward communication within an organization.

2.4.2 Upward Communication

In contrast to downward communication, upward communication is seen as the procedure from which information flows from the lower levels to the upper levels of a hierarchy in an organization. It is evident that this type of communication has become more popular in organizations while the formal form of communication is less popular now. It is argued that

upward communication keeps managers on their toes in executing their roles and also enlightens them of subordinates' intended actions. emphasis on high-level hierarchy style of managing office has been curtailed. Most often there seems to be a spiral of silence among lower - level employees when an opportunity is given to them to comment on issues. This brings into line the fear of some subordinate experience as a result of the officialdom processes in an organization. The subordinate might have the opinion that thoughts gathered lack facts and therefore would be afraid to make any inputs even when it could improve a targeted goal in an organization. In reality it is ascertained that any major change in an organization cannot be successful when the employees on the ground are side-lined. Through upward communication it is pointed out that, superiors get the chance to know their subordinate's feelings about their work, colleagues, and the institution in general. Accordingly, this helps scouts for productive employee and organizational performance (Robbins et al., 2010; Greenberg and Baron, 2008). Upward communication is deemed very essential to the success of an organization. The absence of upward communication can destruct a company from reaching its goals and objectives. Grassroots information can make and unmake the survival of an organization. According to Tubbs and Moss (2008) and Greenberg and Baron, (2008); Robbins et al., (2010), when the higher -level management are not in the known of accurate and complete information it is possible that a worse result could come up thereby making it difficult for the organization to achieve its targets. In addition, managers must embrace all type of information whether good or bad so that their subordinates would not be afraid of their rebukes or retaliations. One of the submissions made by Greenberg and Baron (2008); Robbins et al., (2010) was that managers dedicate time to listen to their subordinates; assure them of open and also reward upward communication (Tubbs and Moss, 2008). Tubbs and Moss (2008) in their studies, summarize the importance of upward communication as: helping employees to alleviate the anxieties and obstructions of the work situation; it also assists management with

the needed information for decision-making. More so, upward communications facilitate employees' consciousness of participation and serve as a gauge of effective downward communication. Greenberg and Baron (2008) also indicated in a study, the need for organization to incite upward communication and ensure its wholesome excellence.

Upward communication flows from lower (employees) to higher levels (supervisor and management) in the organization (Pham 2014, p. 15). Adey and Andrew (in Mmope, 2010, p. 35) state that upward communication mainly allows senior management of an organization to know and understand what is happening at lower levels of structure. These authors also identify forms of upward communication, which includes letters and memoranda, surveys, suggestion box systems, departmental meetings, formal grievance procedures and staff meetings.

2.4.3 Horizontal Communication

Horizontal communication refers to communication between two employees on the same hierarchical level or employment level (Mmope 2012, pp. 35 -36). Steinburg (1995, p. 161) says that horizontal communication takes the form of work - related messages or provide for social interaction among employees. Schermerhorn et al. (In Pham, 2014, p. 16) state that horizontal communication promotes collaborative environments in the workplace.

Horizontal communication occurs among peers in the institution. This type of communication is progressively usual with the levelling of the hierarchical structure and the introduction of matrix organizations (Greenberg and Baron, 2008). Thus, it is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy.

Robbins et al., (2010) and Tubbs and Moss, (2008) highlighted that this type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers. In a research analysis by Tubbs and Moss (2008), some significant functions of horizontal or flat communication were

unveiled. This type of communication can help improve coordination between departments regarding task accomplishment; it also encourages effective implementation of upper level decisions the reason being that lower level members within department are allowed to coordinate closely with one another during the formulation of the decision made at the top; conflict resolution is mutually practiced among members in the same department without the engagement of management; and to end it, teamwork is facilitated when a project requires tasks from different department in order to intensify job satisfaction and motivation by creating more empowerment in communication. Theorists in communication disclosed that horizontal communication makes communication more cordial in nature than what downwards and upwards communication does. It tends to be usually easier with fewer social barriers between members (Greenberg and Baron, 2008). Like with any other form of communication, there are some challenges or deficiency with horizontal communication. Periodically, when there are set targeted tasks for group members within or in other departments to accomplish which mostly requires a demonstration of group loyalty. As a result of such activity, communication tends to freeze at a point within the departments thereby creating and encouraging ineffective communication. It becomes very difficult for employees to perform their part of task well in an organization. In other words, it can be difficult to resolve conflicts among the members because of the flat or straight nature of command. As a matter of fact, the impact of such problems can negatively affect the growth of an organization.

2.5. Internal Communication Channels

Harris and Nelson (2008), describe both downward and upward communication this way. Downward communication reinforces the hierarchical nature of organizations, whereas upward communication provides suggestions, messages of what subordinates are doing, unsolved work problems and how employees feel about each other and their jobs. There are several communication channels available to a modern organization with differing levels of effectiveness and use.

In order to survive in a rapidly changing environment and obtain a competitive edge, organizations need to grasp the vital role of communication in all of this. If communication in an organization is bad, the organization is likely to under-perform. If it is good, however, the performance and overall effectiveness will also be good. Wallace (2004) points out that the type of medium chosen by the manager may depend on the richness or effectiveness of the medium, the cost and efficiency, the symbolism and also whether there is some equivocality in the message being sent.

2.6 Types of Internal Communication Channels

Internal communication in organizations may be in the form of memorandums, interviews, telephone, face -to-face meetings, reports, notice boards, intranet, questionnaires and surveys, intranet, complaint and suggestion boxes, and posters.

- Memorandum: A common communication tool for disseminating concise business information.
- Interviews: A communication dialogue between two or more employees.
- Telephone: A virtual conversation between two or more employees via cable. Reports: a written form of transmitting information from one person to another or from one level to another.
- Questionnaire and Survey: A channel used to solicit information about employee attitude, morale and relationship between management and subordinates.
- Intranet: a very convenient and fastest way of sharing information among members at levels.
- Noticeboards: These are used to send formal messages to employees in an organization.
- Face to Face Meetings: This is a direct form of communicating with employees. Complaint and Suggestion Boxes: This is also another channel for sending information directly to an organization since the device is always placed at the office premises.
- Posters: Posters are used to communicate various norms, rules principles and ideas of an organization to make its employees aware and up-to-date (Wallace, 2004).

2.7 Role and Purpose of Internal Communication

Very little attention is paid to internal communication by public relations scholars yet it is viewed as part of an organization's strategic communication function. If an organization adopts two-way symmetric communication, then, according to Grunig, 'open, trusting, and credible relationships with strategic employee constituencies [groups] will follow' (Grunig 1992: 559). The corporate communication school of thought regards employees as important stakeholders whose behaviour and communication both contribute to the corporate identity and project it to external stakeholders. The strategic purpose of internal communication can perhaps best be summarized as one that is concerned with building two-way, involving relationships with internal publics, with the goal of improving organizational effectiveness.

In theory at least, internal communication viewed as part of the overall communication function may seem fairly straightforward, but who 'owns' the IC function will vary from organization to organization. Another school of thought sees internal communication as a new management discipline that should ideally report directly to the CEO. This is because, as Scholes (1997: xviii) puts it, IC cuts across: The traditional boundaries of HR, PR and marketing expertise . . . We [IC practitioners] assume the need to be familiar with the business context (in particular the need to manage change), the role of strategic planning and of IC within it, also research methods and statistical interpretation, and budgeting. However, internal communication has proven to be a vital component within a broader communication programme in:

- Responding to issues and crises
- Promoting brand values to consumers ● Managing relationships with the community
- Communicating with employees as shareholders.

Wherever the IC function is located, there is still a need for good internal communication practice.

Business Productivity

Several studies have been conducted on employee engagement, commitment and organizational productivity (Onge, 2014, Ahmed and Dajani, 2015, Wellins et al., 2017).

Productivity is the ratio of what is produced to what is required to produce it. Usually, this ratio is in the form of an average, expressing the total output of some category of goods divided by the total input of, say, labour or raw materials. In principle, any input can be used in the denominator of the productivity ratio. Thus, one can speak of the productivity of land, labour...(Productivity). In short, productivity is, therefore, the relation between output and input.

For an entire company the general productivity is calculated by all the revenues of a company in relation to all expenses of that same company. One can expect productivity to increase in two ways: Either the output is increased, or the input is decreased.

In relation to communication, there are many conceivable aspects to increase productivity. On the one hand, output seems to increase if employees are able to carry out their “main task” and are not permanently interrupted by communication that does not fulfill its purpose, for example senseless, ineffective meetings, telephone calls, or badly structured databases. On the other hand, very often different employees work on the same project without knowing each other because of poor communication. A consequence of doing the same work twice is that time is wasted which could be needed to increase the output. An aspect to decrease the input, especially the costs of labor, is to decrease turnover. As seen above, the loss of one employee is very expensive. Communication problems have an impact on the satisfaction and motivation of employees. With less satisfaction, the rate of employee turnover increases, thus, the costs of labor are much higher than they should be.

Clampitt & Downs analyzed two different companies and asked the respondents to define productivity. The results were as follows for company “S”, representing a service company 20

percent of the employees defined productivity as the amount of work an employee produced. Nineteen (19) percent of employees referred to productivity as “getting the job done,” 13 percent defined productivity as “How good we are with customers.” This shows that service companies concentrate more on external factors since they have a closer contact with customers than manufacturing companies. The second company that was studied, company “M,” is in manufacturing and results from the employees showed that 24% of them thought of productivity as time efficiency, 10% defined productivity as complete work. Quality as quantity both scored 14% from employees, 12% for standards or goals and only 4% for value added to the organization.

The results of the two companies differ from each other. Consequently, if there are increases in productivity because of better internal communication, these increases can hardly be quantified.

2. 8 Internal Communication and Business Productivity

It is important that companies support and recognize the achievements of their employees, so that they realize the importance of their work, and motivate them to develop their productive activities with more pleasure and greater efficiency. In such a way that the employee feels an important part in the company with the role in which works, a greater participation is generated, exchange of ideas and knowledge, allowing to optimize and improve the processes and services provided by the company before these costs are reduced indirectly and profits also increase.

The productivity of employees will go down gradually if the internal communication is not strong enough. If there is no such system of internal communication, then at the time of ambiguity it costs a lot for employees’ productivity and organizational development (Cellier& Laine, 2014). This situation raises a lot of questions related to productivity of the internal organizational environment, as it has effects on employee’s work. According to Van Vuuren et

al. (2006, pp. 124-125) supervisors play a very vital role in organizational communication and employees' commitment. Efficiency of employees and what they perceive about work is related to how often they interact with their managers, because inspiration and proficiency is very important in an organization. Thus, this field of communication within the organization is important. If communication does not work in teams, and also between managers and subordinates, this negatively affects the entire organization. This is very difficult for communication management; the lack of effective communication can replace the team.

Kang and Sung (2017) found a positive link between symmetrical internal communication, employee engagement, and supportive behavior and commitment. Similarly, Men and Stacks (2014) found a positive association between symmetrical and transparent communication with favorable relationship outcomes such as employee trust, satisfaction, commitment, and control mutuality. Despite the scant literature in relation to the influence of symmetrical internal communication on employee change-related responses, along the line of previous research, we argue that the practice of symmetrical internal communication featured by mutual understanding, collaboration, responsiveness, reciprocity, balanced power and interest during change can induce affective commitment to change and behavioral support for change.

2.9 Review of Related Literature.

Employee performance has a very important role to support the success of an educational institution. High employee performance will result in high organizational performance while low employee performance will cause low organizational performance (Amstrong & Baron, 2009; Bernarddin and Russel, 2003). Employee performance, among others, can be seen from the aspects of quantity, quality, working time, and cooperation in achieving the organizational goals that have been set. Literature studies show that employee performance is influenced by many factors, both external and internal factors (Cushway, 2002)

Internal communication can be understood as communication that occurs in an organizational environment. This communication can occur between employers and employees, employees and superiors, and superiors and superiors. Internal communication can also be referred to as the exchange of ideas among employees in an organization, both horizontal exchange of ideas and vertical exchange of ideas within an organization.

Internal communication will work well if mutual understanding arises between the sender and recipient of the message, so that what is communicated can be understood and implemented. Without good internal communication, work will become chaotic so that organizational goals are unlikely to be achieved effectively. Internal communication allows an employee to receive information in accordance with what is in the mind of the messenger (Pace and Faules, 2000; Subari, 2014). Literature shows that internal communication has an important role in supporting employee performance improvement.

In many organizations, the debate rages over whether employee communication should report to the human resources department or public relations departments. The Wyatt Communicator ("Results of the 1989 Wyatt Communication Survey," 1989) reported that a survey conducted by that management consulting company showed a trend toward housing the internal communication function in human resources/personnel departments rather than in public relations or corporate communications departments:

An increasing number of organizations are recognizing that objectives of internal communication are very different from those of corporate communication or public relations. While those areas of the organization are charged with 'selling' the company and its products or services to the public, the objectives of internal communication are to inform employees about key job – related and business issues and, through that process, gain their commitment to their work and the organization.

In contrast, Smith (1991) pointed out that the Wyatt Survey (“Results of the 1989 Wyatt Communication Survey,” 1989) was weighted heavily towards small companies and that in the majority of more companies with more than 10,000 employee’s internal communication programs were housed in public relations departments.

In short, scholars of organizational communication have examined almost every conceivable aspect of communication that takes place inside an organization. The majority of scholars have been concerned with interpersonal (dyadic) communication within organizations, but others have examined channels, flows, and networks of communication throughout the organization. Recently, scholars have examined how communication defines the organization as a whole, including its culture. In the world of communication practice, most organizations have some internal communication. In general, though, technique still dominates management and theory in the world of practice.

2.10 Summary

This chapter looked at some definitions of Internal communication, Effective Internal communication, Patterns of internal communication and Internal communication channels. The Chapter also examined the theories underpinning the study. The theories explained in this chapter provide a roadmap and explanation for the study. They also provided explanations and links to the core elements under study in exploring the relationship between employee communication and business productivity. Literature that was reviewed was relevant to the study and provided useful insights. The related studies have formed the basis for this study and I believe that the findings of this study will advance the cause of the relationship between employee communication and business productivity. The next chapter discusses the methodological processes for the collection and analysis of data for the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The aim of this chapter is to outline the empirical research process; methodology followed in this study. This chapter provides a plan on how the research study was conducted and discusses the population, research design, measuring instrument, the sampling strategy, data collection process, as well as the data analysis techniques used in this study. The chapter also talks about previous methods used by earlier researchers and also discusses some advantages and likely disadvantages of the chosen method for the study.

3.1 Research Design

Previous researchers on internal communication used the qualitative research method possibly because it was most convenient to them. This research used the mixed method approach in data gathering. As defined by Creswell (2003), a mixed methods approach is one in which the researcher collects, analyzes, and integrates both quantitative and qualitative data in a single study or multiple studies in a sustained program of inquiry. The mixed methods approach draws from the strengths of both qualitative and quantitative techniques. Researchers who advocate this approach are less interested in debating whether quantitative philosophy is compatible with qualitative philosophy and are more interested in using the approach, or combination of approaches, that works best in examining the research question. The term ‘mixed methods’ is used here to denote research that combines qualitative and quantitative data collection and analysis in one study. Bringing together methods and data through mixed methods research can enhance understanding and explanation of the research problem. The mixed methods approach has several advantages. First, the technique can produce stronger evidence for a conclusion through a convergence of findings. Second, a researcher can answer a broader range of research questions because the research is not confined to a single method.

Finally, the technique can provide information and insight that might be missed if only a single method were used.

Mixed method has some disadvantages, as well. As is obvious, mixed methods research requires more time and effort because the researcher is actually conducting two studies. In addition, the technique requires the researcher to be skilled in both qualitative and quantitative methods. Lastly, data analysis might be more difficult, particularly if the methods yield conflicting results.

This study is exploratory research. Exploratory designs are often used to establish an understanding of how best to proceed in studying an issue or what methodology would effectively apply to gathering information about the issue. The focus is on gaining insights and familiarity for later investigation or undertaken when research problems are in a preliminary stage of investigation. (Cuthill 2002). Exploratory design is a useful approach for gaining background information on a particular topic. This type of research is flexible and can address research questions of all types. It also provides an opportunity to define new terms and clarify existing concepts. The objectives of this study are:

- Explore the relationship between Employee communication and business productivity.
- Examine the impact of Employee Communication on Business Productivity.
- Identify what the employee communication strategies of Theovision International are.

3.2 Population and Sampling

Population is defined as all people, objects or events found in a particular group the researcher is planning to generalize to (Borg & Borg, 1983). The entire set of cases from which a researcher draws a sample is called the population. Since researchers neither have the time nor resources to analyze the whole population, they apply sampling techniques to reduce the

number of cases (Taherdoost, 2016). The target population for this study is the staff and management of Theovision International, Accra.

3.3 Sampling Technique

Wimmer and Dominic (2011) defined sample as a subset of a population that is representative of the entire population. Sampling is simply the process of learning about a population on the basis of a sample drawn from it. The purpose of sampling is to obtain accurate and reliable information about the universe at minimum cost, time and energy and to set out the limits of accuracy of such estimates (Mustapha, 2010). This study will employ the purposive sampling technique. The purposive sampling method is a non-probability sampling technique which includes respondents, subjects, or elements selected for specific characteristics or qualities and eliminates those who fail to meet these criteria (Wimmer & Dominick 2013, p. 94). A purposive sample is chosen with the knowledge that it is not representative of the general population. The choice for this study were the employees and group leaders of Theovision International, the reason being that their in-depth knowledge could be used to expand and explain certain issues pertaining to internal communication and business productivity.

3.4 Sample size

Sample size refers to the number of participants included in a study. The size of a sample is particularly important because it influences two statistical properties. These are: 1) the precision of our estimates and 2) the power of the study to draw conclusions (Kumar, 2011). A sample size of fifty (50) respondents represented by staff and management members of TVI Accra, were chosen for this study.

3.5 Methods of Data Collection

This is the procedure of collecting, measuring and analyzing accurate insights for research using standard validated techniques (Etikan and Bala, 2017). The methods of data collection include interviews, observations (direct and participant), Survey (questionnaires), and relevant documents (Yin, 2014).

3.5.1 Survey method

Survey research involves the studying of large and small populations selecting and studying samples chosen from the populations to discover the relative incidence, distribution and

interrelations of sociological and psychological variables (Kerlinger, 1973). A survey method is used by both quantitative and qualitative researchers to gather information about respondent's characteristics, opinions, values, beliefs, or behaviours for data analysis and drawing conclusions. The survey method was chosen because it was most convenient for the study.

Questionnaires

The questionnaire is the main instrument for collecting data in survey research. Basically, it is a set of standardized questions, often called *items*, which follow a fixed scheme in order to collect individual data about one or more specific topics (Lavrakas, 2008). A common form is a self-administered questionnaire. Questionnaires are particularly suited for respondents who can read, for measuring people's attitudes and opinions, and for getting a very large number of respondents too difficult and time consuming to observe with qualitative methods (Nardi, 2018). Self-administered questionnaires were administered using Google forms to the employees within the various departments of the organization.

In – depth Interview

An in-depth interview is an intensive one-on-one personal interaction in which much more information can be obtained (Wimmer & Dominick, 2011). In – depth interviews are often used to obtain a deeper understanding from respondents on a particular phenomenon. They may be structured, semi – structured or unstructured interviews. This study used structured interviews, which were conducted with six (6) Group leaders/managers of TVI.

3.6 Data Analysis

This study adopted a mixed method approach, therefore data that was collected was analyzed using both quantitative and qualitative methods. The findings from the study were discussed in relation to the relevant concepts, theories and related works.

3.6.1 Research Methodology Applied to Qualitative Data Analysis (Interviews)

The conceptual framework for the thematic analysis was based on various past theoretical analysis positions, such as Braun and Clarke (2006). According to these theoretical positions, thematic analysis is a method that can be effectively used to identify, analyze and report patterns on themes within interview data (Bazeley & Jackson, 2013). The thematic analysis approach is selected for this study because of its rigor and ability to provide insightful analysis of responses to various interview questions and research questions in general (Bazeley & Jackson, 2013).

3.6.2 Research Methodology Applied to Quantitative Data Analysis (Questionnaires)

Descriptive statistics was used to analyze quantitative data collected from the self-administered questionnaires. Descriptive statistics provide summarizing information of the characteristics and distribution of values in one or more datasets. The classical descriptive statistics allow analysts to have a quick glance of the central tendency and the degree of dispersion of values in datasets. They are useful in understanding a data distribution and in comparing data distributions (Lee, 2020)

3.7 Feasibility of Study

The research is developed through references from published literature reviews of journals of internal communication and website articles which will be a constant guide for conducting this study. A study of selected organizations with knowledge about communication studies will be focused on. Information and facts were gathered from professionals through the use of quantitative research methods.

3.8 Ethical Considerations

This research work strictly adheres to all ethical principles. The researcher sought the consent of all participants for the interviews conducted. The respondents are well informed about the objectives of the study. Responses from the participants are highly confidential and Participants of this study have been anonymized and they will not be linked in any form to the study. Their responses are highly confidential. The data collected is accurate and free from bias or prejudice. The research was conducted with utmost professionalism.

3.9 Organizational Profile – Theovision International, Accra.

Theovision International is a not-for-profit Christian organization that has been in ministry for 30 years. Theovision's core mandate is to record the Bible in Audio format in local languages across Africa so that the millions of people who cannot read the Bible will be able to hear God speak to them in their own mother tongue. Some of their other ministries include media training, community development and healthcare, and youth and children's development.

3.10 Summary

This chapter discussed the research methodology that was applied for this study and how data was collected and analyzed. It also talked about the population, sampling process, and sample size. A brief background of the organization was also given. The next chapter discusses the findings of this study and provides a discussion on it.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION.

4.0 Introduction

The previous chapter of this work discussed issues relating to “An analysis of the Relationship Between Employee Communication and Business Productivity”, data collection instruments, population and sample size for this research. By the use of graphs, tables and charts, this chapter presents analysis of the research findings. The analysis is in three (3) sections; demographics, questionnaires, then interviews pertaining to the analysis of the relationship between employee communication and business productivity from the standpoints of both employees and management of the organization used for the study

4.1 SECTION A: DEMOGRAPHICS OF RESPONDENTS.

Staff and management of Theovision International, Accra office were used for the research. Questionnaires were administered to 42 employees out of which 35 responded and six (6) available management staff were interviewed giving total respondents of 41 altogether. Regarding their gender, 11 were female and 30 were male representing 26.8 % and 73.2% respectively.

In terms of age, 7.3% of the respondents were between 18 – 25 years, 68.3% were between 26 -39 years, 22.0% were between 40 – 55 years and one person, representing 2.4%, was between the 56 and above age bracket. With academic qualifications, 17.1%, were WASSCE holders, 24.4% were HND/Diploma holders, 41.5%, had a BA/BSc, representing the majority, 12.2 % had an MBA/MSc/MA and 4.8% had other qualifications. For length of service, 34.2% of respondents had served for 3 years and below. 21.9 % had served from 4 – 6 years, 17.1% had served from 7 – 9 years and 26.8% had worked in the organization for more than 10 years. Regarding staff categorization, 14.6% were management staff, 21.9% were senior staff, 34.2 % were officers and the remaining 29.3% were junior staff.

Table 1. Background information of respondents

Characteristics	N	%
Gender		
Males	30	64.4%
Females	26	35.6%
Age Groups		
56 + years	1	2.4%
40 - 55 years	9	22.0%
26 – 39 years	28	68.3%
18 – 25 years	3	7.3%
Level of Education		
WASSCE holders	7	17.1%
HND/Diploma	10	24.4%
1 st Degree	17	41.5%
Masters	5	12.2%
Others	2	4.8%
Staff Categories		
Management	6	14.6%
Senior Staff	9	21.9%
Officers	14	34.2%
Junior Staff	12	29.3%
Employee Length of Service		
1 month -3years	14	34.2%
4 - 6years	9	21.9%
7 – 9years	7	17.1%
10 years and above	11	26.8%

4.2 SECTION B: SURVEY FINDINGS

This section asked questions about employees' feelings concerning their relationships with their immediate supervisors, the quality of information they received in their current position, and the opportunities they had to communicate with upper management. Questions were also asked about the reliability of the information they received at the organization and the frequency of communication from top – management. They were asked whether they were able to meet their work targets and follow-up questions were asked about the specific internal communication channels used at the organization, and how internal communication could be improved at TVI.

Table 2: How employees feel about their relationship with their immediate supervisors.

Statements	SD n(%)	D n(%)	N n(%)	A n(%)	S.A n(%)
Your superior makes it possible for you to freely talk with him/her	1(2.9)		1(2.9)	16(45.7)	17(48.6)
Your superior really understands your job problems	1(2.9)	4(11.4)	6(17.1)	13(37.1)	11(31.4)
Your superior makes it easy for you to do your best work	2(5.7)		6(17.1)	18(51.4)	9(25.7)
Your superior expresses his/her confidence with your ability to perform the job.	1(2.9)		11(31.4)	10(28.6)	13(37.1)
Your supervisor listens to you when you tell him about things that are bothering you	1(2.9)	2(5.7)	7(20.0)	14(40)	11(31.4)
Your superior makes you feel that things you tell him/her are important		4(11.4)	9(25.7)	11(31.4)	11(31.4)
Your superior is frank and sincere with you	1(2.9)	2(5.7)	7(20.0)	5(42.9)	10(28.6)

Respondents have a good rapport with their superiors where a substantial figure feels that their superior makes it possible for them to freely talk with them. As seen in the table above, a total of 94.3% agreed to this statement while 2.9% strongly disagreed. Nearly three percent of the participants, (2.9%) however, are non-committed to indicating their stand on whether their superiors make it possible for them to freely talk with them. Hence, superiors at Theovision International, Accra, make it possible for the employees to freely talk with them.

Results show that a total of 68.5% of respondents agree to the fact that their superiors really understand their job problems while less than 15% of the respondents (14.3%) disagree with the statement. Less than one-fifth (17.1%) are non-committed to indicating their choice regarding the statement. Thus, superiors really understand employees' job problems.

As to whether superiors listen to employees when they tell them about things that are bothering them, nearly 70% of the respondents (68.5%) agreed to the statement whereas less than onetenth (8.6%) disagree. One-fifth (20.0%) of the respondents are non-committed to indicating their stand regarding the statement. This implies that the superiors listen to the employees when they tell them about things that are bothering them. The table also shows whether superiors make employees feel that things that employees tell them are important or not. More than half of the respondents (62.8%) agree while 11.4% of the respondents disagree. Over one-fourth (25.7%) of the respondents are non-committed to indicating their stance regarding the statement. This indicates that superiors make employees feel that what they tell them is important. Lastly, results show the percentages of whether superiors are frank and sincere with the employees or not. A total of 72% of the respondents agree with the statement whereas nine percent disagree. One-fifth (20.0%) of the respondents are non-committed to disclosing whether their superior is frank and sincere with them. This indicates that superiors are frank and sincere with the employees.

Table 3: How employees feel about the quality of information they receive

Statements	SD n(%)	D n(%)	N n(%)	A n(%)	S.A n(%)
You think that people in this organization say what they mean and mean what they say	1(2.9)		1(2.9)	6(17.1)	17(48.6)
People in top management say what they mean and mean what they say	5(14.3)	8(22.9)	9(25.7)	12(34.3)	1(2.9)
People in this organization are encouraged to be really open and candid with each other	2(5.7)	10(28.6)	16(45.7)	6(17.1)	1(2.9)
People in this organization freely exchange information and opinions	4(11.4)	10(28.6)	11(31.4)	8(22.9)	2(5.7)
You are kept informed about how well organizational goals and objectives are being met	4(11.4)	8(22.9)	11(31.4)	9(25.7)	3(8.6)
Your organization succeeds in rewarding and praising good performance	9(25.7)	6(17.1)	10(28.6)	9(25.7)	1(2.9)
Top management is providing you with the kinds of information you really want and need	3(8.6)	10(28.6)	14(40)	8(22.9)	
You receive information from the sources that you appreciate (e.g., from your supervisors, department meetings, co-workers, newsletters)	1(2.9)	5(14.3)	15(42.9)	12(34.3)	2(5.7)
You are pleased with management's efforts to keep employees up-to-date on recent developments that relate to the organization's welfare such as campaign successes, donor reports, future growth plans, etc.	7(20.0)	8(22.9)	9(25.7)	10(28.6)	1(2.9)
You are notified in advance of changes that affect your job	5(14.3)	6(17.1)	11(31.4)	12(34.3)	1(2.9)
You are satisfied with explanation you get from top management about why things are done as they are	5(14.3)	9(25.7)	13(37.1)	8(22.9)	
Your job requirements are specified in clear language	1(2.9)	5(14.3)	12(34.3)	13(37.1)	4(11.4)

A significant figure feels that people in the organization say what they mean and mean what they say. As seen from table 2 above, a total of 65.7% of respondents agree with the statement while 2.9% disagree. Another 2.9% of the respondents are non-committed to indicating their stand regarding the statement. Therefore, people in the organization say what they mean and mean what they say. One-fifth of the respondents (20.0%) agree that people in this organization are encouraged to be really open and candid with each other whereas a significant figure of 34.3% disagree with the statement. Out of a total of 35 respondents, 16, representing 45.7% of respondents, are neutral about the statement. Thus, the respondents show a non-commitment to indicating whether people in this organization are encouraged to be really open and candid with each other as shown. The table shows whether the respondents are kept informed about how well organizational goals and objectives are being met or not. As seen, a significant figure of respondents, 34.3%, agree with the statement, an equal figure, 34.3% disagree with the statement. A substantial figure of 31.4% are non-committed to indicating whether they are kept informed about how well organizational goals and objectives are being met.

Results also show whether management is providing the employees with the information they really want and need. More than one-fifth (22.9%) of the respondents agree to the statement whereas nearly two-fifth (37.2%) disagree. A significant figure of 40% are neutral about the statement. Therefore, the majority of the respondents are non-committed to indicating whether top management is providing them with the kinds of information they really want and need as shown by the table. Results show the percentages of whether the respondents receive information from the sources that they appreciate. A significant figure of 40% agree with the statement while 17.2% disagree. Nearly 43% of the respondents, (42.9%) are undecided about whether they receive information from the sources that they appreciate. Thus, it is undecided whether respondents receive information from the sources that they appreciate or not as presented by the table above. Regarding whether the respondents are pleased with the

management’s efforts to keep employees up-to-date on recent developments that relate to the organization’s welfare – such as campaign successes, donor reports, future growth plans, etc., a significant figure of 31.5% agree with the statement whereas a total of 42.9% disagree that they are please with management’s efforts to keep employees up-to-date on recent developments that relate to the organization’s welfare. More than a quarter (25.7%), are noncommitted to indicating their stand about the statement. Thus, the results from the table indicate that the employees are not pleased with management’s efforts to keep them up-to-date on recent developments that relate to the organization’s welfare such as - campaign successes, donor reports, future growth plans etc. When asked whether their job requirements are specified in clear language, nearly 50% of the respondents (48.5%), agreed while 37.2% disagreed. A significant figure of 34.3%, are non-committed to indicating whether their job requirements are specified in clear language. Therefore, the respondents say that their job requirements are specified in clear language as shown by the table.

Table 4: How employees feel about the opportunities to communicate with upper management.

Statements	SD n(%)	D n(%)	N n(%)	A n(%)	S.A n(%)
Your opinions make a difference in the day-to-day decisions that affect your job	4(11.4)	7(20.0)	12(34.3)	10(28.6)	2(5.7)
You believe your views have real influence in your organization	5(14.3)	6(17.1)	12(34.3)	12(34.3)	
You can expect that recommendations you make will be heard and seriously considered	7(20.0)	4(11.4)	15(42.9)	9(25.7)	

The figure above shows that a total of 34.3% agree to the fact that their opinions make a difference in the day-to-day decisions that affect their job while nearly one-third of the respondents (31.4%) disagree. A significant figure of 34.3% are non-committed to indicating whether their opinions make a difference in the day-to-day decisions that affect your job.

Regarding whether respondents can expect that recommendations they make will be heard and seriously considered, more than a quarter (25.7%) of the respondents agree with the statement whereas nearly one-third (31.4%) disagree and 42.9% are neutral. Thus, the respondents are non-committed to indicating whether they can expect that recommendations they make will be heard and seriously considered.

Table 5: How employees feel about the reliability of information received within the organization

Statements	SD n(%)	D n(%)	N n(%)	A n(%)	S.A n(%)
You think that information received from management is reliable	1(2.9)	4(11.4)	10(28.6)	18(51.4)	2(5.7)
You think that information received from your colleagues is reliable.	1(2.9)	5(14.3)	19(54.3)	9(25.7)	1(2.9)

Results from the table above show that more than half of the respondents, (57.1%) agree with the statement that information received from management is reliable while less than 15% of the respondents (14.3%) disagree. Out of 35 respondents, 10, representing 28.6% are noncommitted to representing their view on the statement. Thus, information received from management is reliable as presented from the table.

Figure 1: How frequently top management communicates with employees.

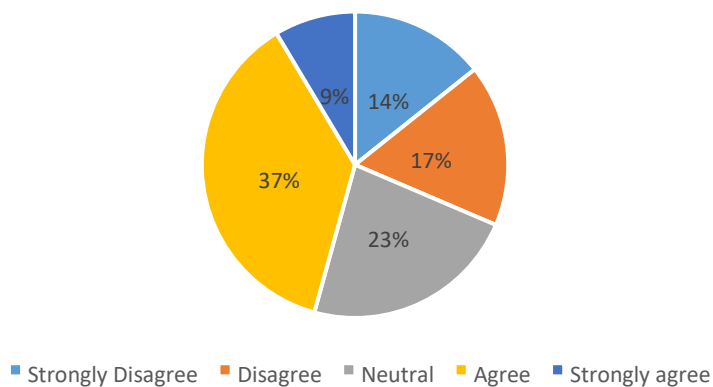
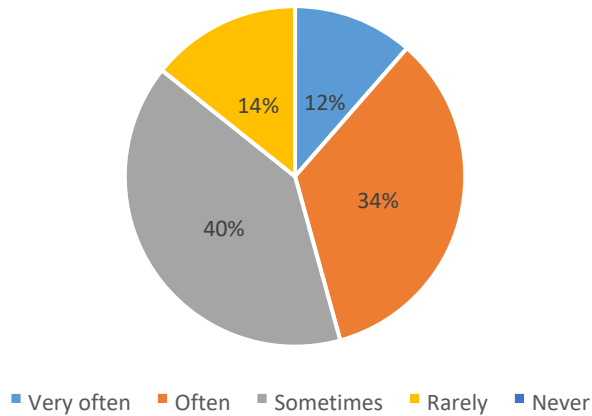


Figure 1 above shows that a total of 46% of the respondents agree with the statement that top management communicates frequently with employees while 31% disagree with the statement.

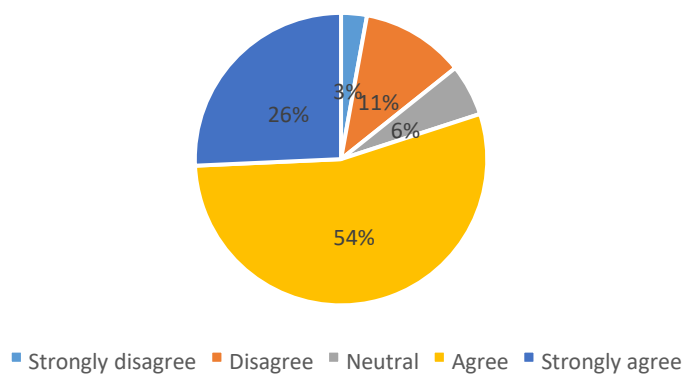
23% of the respondents are non-committed. Thus, top management communicates frequently with employees.

Figure 2: How often employees receive information from top management



Results from the figure above show that a total of 12 % of the respondents say that they receive information from top management very often, a significant figure, (34%) say that they receive information often, 14% say rarely and 40% of the respondents say sometimes. Thus, the respondents receive information from top- management sometimes as shown. **Figure 3: I am**

able to meet weekly/monthly work targets



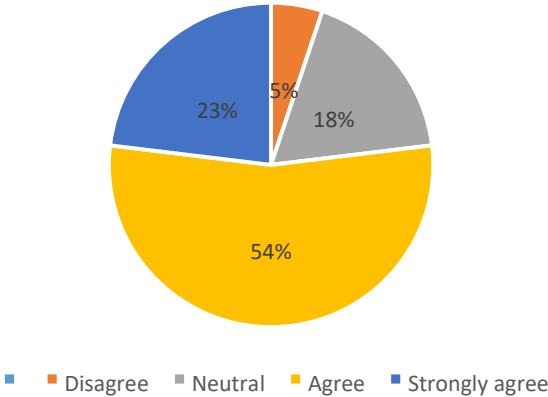
The figure above shows that overall, more than 80% of the respondents agree to the statement that they are able to meet their work targets while a total of 14% disagree with the statement. 6% of the respondents, are non-committed to indicating whether they are able to meet their work targets. This implies that employees do meet their work target

Figure 4: I get positive feedback from customers



From the graph above, out of 35 respondents, a total of 24 agree with the statement that they get positive feedback from customers while four disagree with the statement. 10 respondents are neutral

Figure 5: I am able to provide customers with accurate information about our services.



The figure above shows that overall, 77% of the respondents agree that they are able to provide customers with accurate information about the organization’s services while 5% disagree. Less than one-fifth of the respondents (18%) are neutral. Results show that the respondents do provide accurate customers with accurate information about the organization’s services

Table 6: Internal Communication Channels used at Theovision International.

INTERNAL COMMUNICATION CHANNELS	DOES NOT APPLY N(%)	VERY DISSATISFIED N(%)	DISSATISFIED N(%)	NEUTRAL N(%)	SATISFIED N(%)	VERY SATISFIED N(%)
FACE-TO-FACE MEETING			2(5.7)	10(28.6)	21(60)	2(5.7)
TELEPHONE				9(25.7)	22(62.9)	11(14.4)
MEMOS	9(25.7)		2(5.7)	16(45.7)	6(17.1)	2(5.7)
E-MAIL/INTERNET	1(2.9)	1(2.9)	2(5.7)	16(45.7)	18(51.4)	2(5.7)
INTRANET	6(17.1)	2(5.7)	1(2.9)	12(34.3)	10(28.6)	4(11.4)
PRINTED NEWSLETTERS	5(14.3)	2(5.7)	2(5.7)	12(34.3)	13(37.1)	1(2.9)
EMPLOYEE RECOGNITION & REWARDS CEREMONIES OR PRESENTATION	3(3.6)		11(31.4)	8(22.9)	11(31.4)	2(5.7)
COMPANY TELEVISION OR VIDEOS	6(17.1)		1(2.9)	11(31.4)	16(45.7)	1(2.9)
AUDIO RECORDINGS OR PHONE MESSAGES	5(14.3)			7(20)	16(45.7)	7(20)
E-NEWSLETTERS	5(14.3)			18(51.4)	9(25.7)	3(8.6)

In response to employee's level of satisfaction with the internal communication channels used at their organization, more than 50% of the respondents (65.7%) are satisfied with face-to-face meetings while 5.7% are dissatisfied. 28.6% are neutral. This shows the respondents are satisfied with face-to-face meetings. With memos, a total of 22.8% are satisfied while 5.7% are dissatisfied. A significant figure (45.7%) are neutral. This indicates that the respondents are non-committed to indicating their levels of satisfaction with memos. A total of 57.1% of respondents are satisfied with e-mail/internet while 8.6% are dissatisfied. Overall, 45.7% are neutral. This shows that the respondents are non-committed to expressing their levels of satisfaction with e-mail/internet.

How internal communication can be improved at Theovision International.

A large number of employees responded that internal communication can be improved at the organization when there is transparency which will, in turn, lead to mutual trust between employees and management. Also, a two-way communication model where employees are encouraged to share their thoughts and given the opportunity and enough support to implement their ideas.

Similarly, information must be clear, consistent, and accurate. It should be timely and must be delivered through the appropriate channels. A number of the employees also thought that frequent in-person or face-to-face meetings with employees will help improve internal communication at the organization. Quarterly forums and monthly reports to update staff on happenings in the organization, one-on-one counselling sessions for employees to share their problems and receive help were also proposed as a means of improving internal communication at Theovision International.

Another also mentioned that the organizational structure must work to enable the free flow of information. The organization should operate an open-door policy and be interested in employees' welfare. Also, loyalty and teamwork are necessary for improving internal

communication. A strong internet, frequently updating internal communication channels, Email, phone calls, and WhatsApp were also mentioned to add up to improved internal communication.

4.3 SECTION C: INTERVIEW FINDINGS

Besides the survey conducted in the form of a questionnaire the study also conducted qualitative research in the form of face-to-face interviews and telephone interviews with six management members of Theovision International, Accra to obtain management's perspective on the topic. Transcription of phone interview responses and follow-up clarifications from the managers in the study was conducted manually. After transcription, various responses were read and compared to identify various themes and patterns in relation to the research questions. A limitation of conducting telephone interviews was the researcher is not able to observe the nonverbal responses of the participants (Sekaran & Bougie, 2015).

The interviews consisted of one female and six male managers. The Vice President, Chief Operating Officer/ Group Leader, Finance, Group Leader, Technical Production and Media, Group Leader, Field Ministries, Group Leader, Human Resource/ Administration manager, and Group Leader, Advancement /Communications were interviewed. Two management members could not be interviewed because they were unavailable.

The main reason for selecting these management members was because they are the drivers of all communication within and outside the organization. All respondents were asked the same questions in sequence. The interview duration ranged between 10 minutes and 25 minutes. The interviews conducted produced similar results to a large extent and different views in a few cases yet the essence was the same. The managers were asked general questions about their departments of work. They were also asked about the clarity of their job description and if they are notified in advance of changes that affect their jobs. Questions were also asked about the communication climate at the organization, internal communication frequency, communication

channels and strategies, their job performance, internal communication challenges, and how employee/internal communication could be improved at the organization. The respondents are identified by R1 – R6 for data analysis.

4.3.1 Clarity of Job Requirements

On whether their job requirements were specified in clear language, similar responses were provided by the managers. All the respondents agreed that their job requirements were specified in clear language. For instance, R1, R4, and R5 said “Yes”. Similarly, R3 said: “Yes, yes, they are all specified” and R6 also said “Yes, it’s clear and there’s no ambiguity”.

Conversely, R2 noted that his job requirement was not always clearly specified. He added that sometimes his roles interfered with other departmental duties. These words are representative of R2:

Partially, yes. For finance, the responsibility is very clear. The role comes with its own job description, you know what you’re supposed to do at each point in time, you know what management or the CEO or founder expects from you so everything is outline clear. However, when it comes to the operations it is quite open and vague, so you really don’t know what your main objective is and sometimes it can interfere in other departmental roles.

From the interview response, one can conclude that the interviewees’ job requirements are specified in clear language except when there are dual responsibilities which sometimes overlap with other departmental duties.

4.3.2 Notified in Advance of Changes that Affect Job

From the interview transcripts, another theme that was identified was if the managers were notified in advance of changes that affected their jobs. Most of the participants were affirmative. R3 added that they were given updates at meetings concerning organizational changes: “There are meetings where updates are given in terms of organizational changes”. R5 also stated that he got notice of any information about organizational changes that affect his job before the information was disseminated to his subordinates”. He said: “Yes, because I am

part of management where decisions that may affect my job or subordinates are taken so I get the information before it trickles down to the staff”.

R1 however noted that they were not always notified in advance of changes that affected their job: “Not all the time, sometimes”. Subsequently, R6 hadn’t been in any position yet where organizational changes may affect his job. He said: “Because of the role I am playing as Vice President, I haven’t gotten to any point where my role has to be changed or I have to be communicated to about any change in my job role”. It can therefore be said that changes that can affect jobs were communicated in advance to the managers.

4.3.3 Communication Climate and Frequency

All managers affirmed that they encouraged people within the organization to be open and candid with each other. Running through a number of the responses was the fact that TVI operates an open-door communication policy: “We operate an open-door policy where every staff member can walk to their Head of Department or any manager if he likes or dislikes something in the organization without any fear or panic”.

It was however observed by R6 that although they operated an open-door policy, only a few people shared their feelings with the managers:

“Sometimes, people don’t share what they are feeling or what they are going through with managers, just some few people do that but the open-door policy facilitates that”.

Conversely, it was recorded by two of the respondents that people within the organization did not always communicate freely, which R3 attributed to the chain of command or hierarchy (Team leader – Group leader) that was mostly used in communicating at the organization:

“Yes, but I wouldn’t say freely, in the sense that there is a chain of command or hierarchy which is mostly used in communication”. R4 also added that communication amongst colleagues was more prevalent than communication with management: “Much more with their

colleagues than with management'. R5 however, insisted that people communicate freely with their colleagues and management within the organization.

It was also noted that managers communicated on or nearly on a daily basis with the employees and as when there was a need or an emergency. R1 said:

Every day and when there is a specific issue, we call staff meetings be it emergency or whatever focus because we have staff devotion everyday and every day, we encourage them to do their best and encourage them to trust God that He will come through for them on every side in their personal lives and on the job so every day we communicate with them.

Some also met with their departments weekly or once in a month. "As often as there is any information. We also have departmental meetings every Monday". These words are representative of R5. R4 also added: "On a daily basis both verbal (face-to-face/phone call), written (e-mail) and virtual strategies such as zoom.

The managers also said that they take recommendations from their colleagues and subordinates seriously and they choose those that are workable: "Yes, yes and we implement some that are viable". These were the words of R1. Another, R2 admitted that in his case, it was not always so: "Yes, not all the time though but where critical decisions are made, we consult". R6 added that hearing what his subordinates think about an issue was very important to him:

I really take recommendations and suggestions from my colleagues seriously, for me that is very important to me, hearing what my subordinates think. I always ask them what they think about one issue or the other.

From the interview analysis, it can be concluded that there is an open-door communication policy at TVI, however it can be improved for more effective communication. Also, managers communicated quite frequently with the employees and took their recommendations seriously.

4.3.4 Internal Communication Channels and Their Effectiveness.

The managers used a common medium in communicating with the employees as their responses had high levels of similarities. Face-to-face meetings, Memos, WhatsApp, Zoom and Teams, Phone calls, and e-mail were the channels identified from the responses. Regarding the effectiveness of the channels, face-to-face meeting was better than virtual communication according to R3: "I will rate six out of ten because in-person communication has a greater impact than virtual conversations". R2 also added that face-to-face meeting had its own challenges:

Face-to-face is mandatory for every staff to be at devotion every morning however looking at the nature of our work, you are not likely to get everybody at devotion because sometimes during devotions technicians are on the field recording, field ministries may be in up north somewhere establishing ministries or doing follow-ups, monitoring and all of that. So, that is also one disadvantage. Had it not been that, it would have been the very best option. So, they all have their own pros and cons.

According to R1, phone calls and WhatsApp messages were said to be effective as they produced the desired results: "Phone calls produce responses and WhatsApp messages".

Conversely, e-mails are not effective at the organization as people hardly checked their emails. According to R5: "People don't always check their emails. It's a bit challenging sometimes, not fully effective, it can be better". They also agreed that the communication channels used could be improved for more effectiveness. According to R3, he said: "I will rate seven out of ten, very good with more room for improvement".

From the interview analysis, communication channels used at TVI were effective to an extent and could be improved for better results.

4.3.5 Internal Communication Strategies at Theovision International

Noteworthy among the communication strategies at Theovision International was the use of a one – mouth – piece or one voice during internal communication. For instance, R3 said: “Using the one – mouth – piece or one voice for example, using the HR manager to disseminate information across members of the organization. This prevents information from being diluted”. Another strategy identified was the use of the organization’s organogram ((Management - Group Leader - Team Leader - Senior Officer - Officer - Junior Staff).

Our internal communication strategy has to do with our organogram. It’s actually both ways; top-down or bottom-up. So, I disseminate information from management to my subordinates as and when the information comes, and I also relay information to management on behalf of my department when we have information available to scrutinize.

Those were the words of R4 on the internal communication strategies. It was also noted that the company had adopted virtual strategies to a large extent in the wake of the coronavirus pandemic. According to R3: “To a large extent we use Microsoft Teams – virtual strategies”

Other strategies mentioned were WhatsApp, Face-to-face meetings, Group emails and staff morning devotions. R2 said: “... I will say that in terms of internal communications strategy maybe one of the things that we have been using and is very effective is the devotion”.

The managers proposed some solutions to how the aforementioned strategies could be improved for better employee performance. They believed that when feedback is gotten, the internal communication strategies will be more important. For instance, R2 said: “Of course, there is always room for improvement. One of the ways by which communication can be improved is getting feedback”. R3 also thought that education and training will help improve the internal communication strategies: “Education and training on virtual platforms as well as new ones coming up”. He also added that progress should be monitored with respect to work.

Also, according to R1, employees must be encouraged to pay attention to information that is cast across within the organization because sometimes a message is cast across but you don't get the desired response.

From the interview analysis, the managers think that encouraging feedback, education and training on virtual platforms, monitoring progress with respect to work and constant orientation to staff are ways of improving the internal communication strategies at TVI.

4.3.6 Relationship Between Internal Communication and Employee Performance

While some of the managers were able to meet their work targets, some did not always do so.

For instance, R3 said: "It has not been easy sometimes because we work from home and everything and I think also we are living in different times now so yeah... sometimes we do, sometimes we don't". Also, R1 said: "Yes, sometimes – not all the time". R4 added that they were able to meet their work targets when the necessary resources were provided: "Yes, we are able to meet our targets once we have all the resources needed to work, we are able to do that".

They also confirmed that there exists a positive relationship between employee communication and business productivity. For instance, R5 described internal communication as the life of every organization. These were his words:

I think communication is key in every organization, it is like a life -line or a blood. So, information that is properly communicated and understood by staff will overall affect the performance because staff are able to perform their duties or tasks that have been assigned to them to the satisfaction of their superior or supervisor.

Similarly, R4 said:

Yes, there is a relationship between internal communication and employee performance, Big one, because if the wrong communication goes out, the output will be wrong, time will be lost, resources will be wasted, so once the communication is right, then the employees are able to do their work right.

According to R1, communicating employee performance in terms of attendance helps to improve employee attendance levels which in turn leads to improved employee performance. It can thus be concluded that the managers considered internal communication a key driver for employees' productivity. This confirms that the productivity of employees will go down gradually if the internal communication is not strong enough. If there is no such system of internal communication, then at the time of ambiguity it costs a lot for employees' productivity and organizational development (Cellier & Laine, 2014).

4.3.7 Internal Communication Challenges at TVI.

There were various challenges that were identified from the respondents. One of them was that some of the employees don't read memos, and even WhatsApp messages that are sent to employees. According to R1,

Some of the employees don't read because when you send memos to staff, only a few will acknowledge receipt so it gives the impression that not all of them have read even when it is a WhatsApp message, you get only a handful responding. Also, some employees tend to ask questions about information that has already been circulated after the information has been given. This buttresses the point that they don't pay attention to communication messages that are put across in the organization. It is a major challenge; I don't know if they don't read or it is negligence. I don't know.

R2 also mentioned that it was difficult to reach all the employees with communication messages due to the nature of work done at TVI. These were his words:

At any point in time, you can't get everybody so using all these means e mails there are people who will be on the field and do not access their emails, face- to – face, even virtual you will still have people working on the field recording, or establishing Bible Listening Groups and so cannot participate in the virtual meetings due to the nature of the work. The only time you can get everybody is at the beginning of the years before they go on the field and at the end of the year when all work has been completed.

R3 thought that the chain of command at the organization created a gap between the employees and management. He said: “There is a gap between the employee and the superior, let's say inferiority complex”. Also, misunderstanding of information sent out was a challenge. For instance, R4 said: Misunderstanding also breaks communication down and it affects all the work done during the day. Another challenge was the issue of data. For instance, R5 said that: “When you send information to employees and they do not check or see it because they do not have data. It is a challenge”.

Conversely, R5 said that he did not face much challenge during internal communication:

“There is not much challenge except the information is not well explained or sent in a proper means. In general, I wouldn't say that there is much or if there is any challenge in communicating internally at the organization”.

From the interview analysis, the internal communication challenges include lack of data, misunderstanding of information, the gap between supervisors and employees and lack of attention on the part of the employees when information is put across.

4.3.8 Recommendations to Improve Internal Communication at Theovision International, Accra.

From the interviews, the managers suggested that going forward, the organization would include staff durbars, suggestion boxes, and notice boards which are currently not in use at the organization. The following words are representative of R1: “We are now thinking of holding staff durbars, I think it is a way of improving internal communication. And also, put-up suggestion boxes and notice boards”.

The study revealed that the managers wanted training sessions to be organized for staff of all departments concerning internal communication. According to R2, there should be more training on how we can communicate using various communication channels to produce clear and precise communication messages.

It was also identified from the interviews that awareness should be created within the organization about the laid-down internal communication strategies and employees must adhere strictly to them. One of the respondents, R6 stated that: “There must be a structure of communication flow where everyone knows and follows the system”. Another respondent, R3, shared in the same sentiment as he added that, “Leadership must be strict on employees in terms of adherence to the laid – down communication strategies.

Also, the managers proposed that there should be frequent communication between management and the employees. R5 said that: “There should be frequent meetings especially at department levels where supervisors meet with their staff and if there are any problems, they are solved at that level”. R6 added: “There must be communication with staff at every point in time even when they are not around, for example through monthly updates. Employees should also be encouraged to check their emails more often”.

4.4 Summary

The results provide a better understanding of the topic being discussed. The first part determined the demographics of all the respondents used in the interviews and questionnaire. The second part presented the survey findings, and the final part discussed the findings from the interviews conducted. The next chapter will summarize the data findings, give recommendations and then conclude.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS/ CONCLUSION.

5.0 Introduction

The study used questionnaires and interviews to analyze the relationship between employee communication and Business Productivity at the internal communication at Theovision International, (TVI) Accra. The study also sought to find the views of TVI on internal communication strategies employed by management through questionnaires and management's views through interviews. Similar questions were asked during interviews and administering questionnaires. This was to enable the researcher to identify any similarities or disparities between management's responses and that of the employees. This chapter will present a summary of findings, recommendations and conclusions.

5.1 Summary of Findings

The implications of these findings are intended to extend knowledge about how essential Employee/Internal communication is to Business Productivity by building on the findings of other researchers and finding areas for further scholarly research.

5.1.1 The **Relationship** Between Employee/Internal Communication and Business Productivity.

The study revealed that employee/internal communication relates to business productivity positively. All responses gathered from the interviews conducted proved this assertion. Kang and Sung (2017) found a positive link between symmetrical internal communication, employee engagement, and supportive behavior and commitment. Similarly, Men and Stacks (2014) found a positive association between symmetrical and transparent communication with favorable relationship outcomes such as employee trust, satisfaction, commitment, and control mutuality. Judging from the findings, one can say that employee/internal communication is a

key driver of employee productivity in organizations. Internal communication is therefore a significant activity responsible for any organization's growth and success.

5.1.2 Impact of Employee Communication on Business Productivity

The study not only established that there is a positive relationship between Employee/Internal Communication and Business Productivity but it also uncovered the impact Employee/Internal communication had on Business Productivity. According to Van Vuuren et al. (2006, p. 124125) supervisors play a very vital role in organizational communication and employees' commitment. Efficiency of employees and what they perceive about work is related to how often they interact with their managers, because inspiration and proficiency is very important in an organization. From the analysis 48.6% of the respondents Strongly Agreed that there was free communication between supervisors and employees and 51.4% thought that information they received from management is reliable. 37.1% also said that their job requirements were specified in clear language.

There is also frequent communication between top management and employees as a total of 51.4% Agreed. As a result of effective internal communication within the organization, employee productivity is positively affected as 54.3% of the employees are able to meet their work targets and 60% of them get positive feedback from customers. Thus, this field of communication within the organization is important. If communication does not work in teams, and also between managers and subordinates, this negatively affects the entire organization.

5.1.3 Employee Communication Strategies at Theovision International, Accra.

It was established that internal communication was achieved at the by operating an open-door communication policy. They also used the company's organogram or chain-of-command and the one-mouthpiece strategy to disseminate information to employees. Face-to-face meetings, WhatsApp, Telephone, E-mail/Internet, and virtual strategies were also other strategies used.

These were the preferred channels by both management and the employees. Again, they both stood on a common ground that these strategies could be improved for better internal communication at the organization.

5.2 Limitations of the Study

Babbie (2004) enumerated a number of logical pitfalls that may befall both quantitative and qualitative studies. Among other things, Babbie (2004) cautioned against the danger of committing the error of provincialism, a situation in which the researcher would interpret observations and people's statements in a way that made sense for the researchers own perspective, but which may not necessarily be strong on objectivity or pass the crucial test of inter- subjectivity. Babbie also cautioned against the danger of leaping into hasty conclusions, this study is no exception. First, the results of this study which is focused on the Theovision International, Accra are not generalizable. Further research should look at more organizations to get a broader scope of Internal Communication and Business Productivity in organizations.

The researcher faced the challenge of gathering data from the respondents. Questionnaire were designed in Google forms and the link was posted in the organization's WhatsApp group for employees to fill and submit. Responses were not forthcoming and several follow-ups had to be made to eventually gather all thirty-six responses. The data collection process took about one week. Another limitation also was that those who could not access WhatsApp on their phones could not participate in this survey. The interviews however were conducted in three days using face-to-meetings and phone calls.

Another limitation was that a significant number of employees answered neutral to some of the questions asked. Bishop (1987) showed that people's responses in public opinion polls tend to gravitate towards neutral because they want to avoid the negative feelings associated with their conflicting feelings on an issue. Krosnick et al. (2002) also suggested that participants choose a neutral option when they are reluctant to voice a socially undesirable opinion. The above

limitations however, do not diminish the importance of the study and hopefully its intended contribution to literature will be of immense significance to organizations and to academia.

5.3 Recommendations

Following from the findings of this study, the researcher wishes to make the following recommendations. Employees are often considered one of the most important strategic constituencies for organizations (Grunig, 1992; Grunig et al., 2002; Kim and Rhee, 2011). They are one of the most critical stakeholders because they are the strongest supporters and possibly the most vocal critics of the organization if internal policies do not meet their expectations (Waters et al., 2013). A two – way symmetrical communication system is highly recommended for Theovision International. Management of Theovision International must place high premium on their employees, listen to their concerns and be genuinely interested in their welfare both work and non – work related issues. This way, management will earn the trust of employees and vice versa. Team work should also be encouraged amongst both employees and management. Lastly, management should encourage activities and events that create the avenue for staff to interact with one another and with management. Staff durbars, fun games and contests, workshops, among others are some ways that can be adopted by Theovision to improve its internal communication and in turn impact on its business productivity.

5.4 Conclusion

The key finding of the study established that Theovision International, Accra has in place internal communication strategies used by both management and staff, however, there was still more room for improvement. It was also assessed that there is a relationship between Internal/Employee Communication and Business Productivity. Also, the study showed how internal/employee communication impacted on Business Productivity. The internal communication strategies used at Theovision International include face-to-face meetings, telephone, E-mail/internet, memos and virtual strategies in the wake of COVID – 19. To improve upon internal communication and employee productivity, Theovision International,

Accra, should adopt a two – way symmetrical communication system, encourage teamwork and promote more employee engagement activities.

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APPENDIX

QUESTIONNAIRE

I am Priscilla Fumadorh, a final year graduate student of the Ghana Institute of Journalism pursuing a Master's Degree in Public Relations. I am conducting research into “**An Analysis of the Relationship Between Employee Communication and Business Productivity: A Study of Theovision International, Ghana**”. This is purely an academic work and is in fulfillment of the requirements for my Master's Degree in Public Relations.

This questionnaire is to be filled by staff (non – management members) only. I wish to specify that this exercise is purely academic. Any information provided by respondents is intended solely for the purpose of research data analysis. Names and respondents of participants will be anonymized and will not be published in the final work.

Thank you for your kind participation.

Employee Communication Questionnaire

This questionnaire will ask you questions concerning employee / internal communication and employee performance within your organization. The study seeks to examine the relationship between employee / internal communication and business productivity. For the purpose of this study internal communication is defined as the exchange of information both informal and formal between management and employees. This questionnaire is to be filled by employees only.

PART I

Communication climate

Please rate the following statements according to how you feel about your relationship with your immediate supervisor. Indicate your choice by ticking the boxes for one of the following:

.1. Your superior makes it possible for you to freely talk with him/her.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree [] 2.

Your superior really understands your job problems.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

3. Your superior makes it easy for you to do your best work.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

4. Your superior expresses his/her confidence with your ability to perform the job.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

5. Your superior listens to you when you tell him/her about things that are bothering you.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

6. Your superior makes you feel that things you tell him/her are important.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

7. Your superior is frank and sincere with you.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

PART II

Quality of information received within the organization.

Please rate the following statements according to how you feel about the quality of information you receive in your current position. Indicate your choice by ticking the box.

1. You think that people in this organization say what they mean and mean what they say.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

2. People in top management say what they mean and mean what they say

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

3. People in this organization are encouraged to be really open and candid with each other.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

4. People in this organization freely exchange information and opinions.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

5. You are kept informed about how well organizational goals and objectives are being met.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree [] 6.

Your organization succeeds in (rewarding and praising good performance.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

7. Top management is providing you with the kinds of information you really want and need.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

8. You receive information from the sources that you prefer (e.g., from your superiors, department meetings, co-workers, newsletters).

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

9. You are pleased with the management's efforts to keep employees up-to-date on recent developments that relate to the organization's welfare - such as campaign successes, donor reports, future growth plans, etc.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

10. You are notified in advance of changes that affect your job.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

11. You are satisfied with explanations you get from top management about why things are done as they are.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

12. Your job requirements are specified in clear language.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

PART III Communicating

with upper management

Rate the following statements according to how you feel about your opportunities to communicate to upper management. Indicate your choice by ticking the box.

1. Your opinions make a difference in the day-to-day decisions that affect your job.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

2. You believe your views have real influence in your organization.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

3. You can expect that recommendations you make will be heard and seriously considered.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

PART IV

Reliability of information received within the organization

Rate the following statements according to how you feel about the reliability of information you receive at your organization. Indicate your choice by ticking the boxes for one of the following:

1. You think that information received from management is reliable.

Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

2. You think that information received from your colleagues is reliable. Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree []

PART V

Frequency of internal communication

1. Top – management communicates frequently with employees.
Strongly Disagree []
Disagree []
Neutral []
Agree []
Strongly Agree []
2. How often do you receive information from top – management?
Very often []
Often []
Sometimes []
Rarely []
Never []

PART VI

Employee performance

Please rate the following statements according to your level of agreement/disagreement about your performance at your organization. Indicate your choice by selecting one of the following:

1. Strongly Disagree [] 2. Disagree [] 3. Agree [] 4. Strongly Agree [].

1. I am able to meet weekly/monthly work targets.

Strongly Disagree []

Disagree []

Neutral []

Agree []

Strongly Agree []

2. I get positive feedback from customers.

Strongly Disagree []

Disagree []

Neutral []

Agree []

Strongly Agree []

3. I am able to provide customers with accurate information about our services.

Strongly Disagree []

Disagree []

Neutral []

Agree []

Strongly Agree []

PART VII

Internal communication channels

The below items refer to the specific communication channels your company may use to share general company information. Rate your satisfaction with the communication channels your company uses by placing an "X" under your answer choice. Mark "does not apply" if your company currently does not use that channel.

	Does Not Apply	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1.Face-toface meeting						
2.Telephone						
3.Memos						
4.E-mail/ Internet						
5.Intranet						
6.Printed newsletters						
7. Employee recognition & rewards ceremonies or presentation						
8.Company television or videos						
9.Audio recordings or phone messages						
10.e-Newsletters						

11. How do you think internal communication can be improved at your organization?

Part VII

Demographic Data

1. Gender: Male [] Female []

2. Age : 18 – 25 [] 26 – 39 [] 40 – 55 [] 56 + years []

3. Educational Qualification:
 - WASSCE holder []
 - HND/ DIPLOMA []

 - 1st Degree []

 - Masters []
 - Others -----

4. How long have you been working in this organization?
 - 1 month - 3 yrs. []
 - 4 – 6 yrs. []
 - 7 – 9 yrs. []
 - 10 years. and above

What is your staff category? ----- Management staff []

 - Senior Staff []
 - Officer []
 - Junior Staff []

INTERVIEW GUIDE

Interview questions.

1. What department do you work in?
2. When did you join this organization?
3. What is your academic qualification?
4. Can you kindly give an indication of your age bracket?
5. Are your job requirements specified in clear language?
6. Are you notified in advance of changes that affect your job?

Communication climate and frequency

1. What is the communication climate at your organization? Do people in this organization communicate freely with management and their colleagues?
2. Do you encourage people in this organization to be really open and candid with each other?
3. How often do you communicate with your employees?
4. Do you take recommendations from your colleagues/subordinates seriously?

Communication channels and strategies

1. What channels do you use in communicating with people within this organization?
2. How will you measure the effectiveness of communication using these channels?
3. What internal communication strategy(ies) has Theovision International adopted?
4. How do you think these adopted strategies can be improved for better employee performance?

Employee performance

1. Are you able to meet daily/weekly work targets?
2. Do you receive positive employee feedback during internal communication?
3. Do you think that there is a relationship between employee communication and employee performance?
4. How do you think employee communication impacts employee performance at Theovision International?

Internal communication challenges

1. Can you tell me about the internal communication challenges at organization?
2. How do you think employee/internal communication can be improved at Theovision International?

