

GHANA INSTITUTE OF JOURNALISM



DEVELOPING AN EFFECTIVE INTERNAL COMMUNICATION
FRAMEWORK FOR GHANA'S LAW ENFORCEMENT SERVICES.

BY

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DECLARATION

STUDENT'S DECLARATION

I, Yussif Braimah declare that this submission, except for quotations and references contained in published works which have been identified and dully acknowledged, is entirely my own original work, and it has not been submitted in part or whole, for another degree in any University.


SIGNATURE..........

DATE...December 10, 2021

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the Ghana Institute of Journalism.

NAME OF SUPERVISOR: Dr. Albert Anani-Bossman

SIGNATURE..........

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DEDICATION

I dedicate this work to the memories of my late Dad, Mr. Braimah Mumuni (Kwabena Taylor), and My late Mum, Mma Abiba Braimah (Maame Abiba) who also had to leave on the 2nd of February 2021, just less than a month into this course. May the almighty Allah forgive your shortcomings and grant you all Al-Jannah. Aameen.

ABSTRACT

There is a lack of understanding of internal communication and its importance as a component in the creation of mutual understanding between management and employees in most organizations. This often leads to dissatisfaction and a negative attitude of employees. According to Guzman et al. (2020), when an organisation encounters poor employees' attitude and performance because of poor and ineffectual communication, it starts to experience the accompanying issues: The rate at which individual employee innovates on work diminishes; employee becomes disappointed with work; enthusiastic difficulties of workers build; decrease in workers' contribution; absence of change in deals of the organization; poor or no benefit and this prompts absence of advancement and notoriety in the organisation.

This study explored the effectiveness of the internal communication practices of two law enforcement services in Ghana's security services with a focus on the Ghana Police Service and the Ghana National Fire Service. The study looked at the effectiveness of their internal communication practices, how they are perceived by personnel of the services, as well as how they influence the attitudes and perceptions of its personnel, which eventually further influences their performance and institutional growth. The study used the quantitative design and survey technique to gather data. The study among other things discovered that internal communication in the Law Enforcement Services is one-way, and still uses old channels of communication despite the growth in technology. The study then developed a framework as a guide for effective communication.

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CHAPTER ONE

1.0. Introduction

In this chapter, the introductory components of the study are provided. These include the background to the study, Research Problem, Research Objectives, Research Questions, the significance of the study, the Scope of the study, and finally, organization of the study.

1.1. Background To The Study

The activities of employees largely contribute to the success or otherwise of an organisation. Hardwork is also required of employees for the attainment of organizational success which comes on the back of commitment from such employees. Communication therefore affects organizational commitment (Novieka and Prasetya, 2018). The effectiveness of an organization's communication will also determine to what extent employees will be satisfied on the job as well as their level of commitment. Effective communication by superiors and subordinates affect job satisfaction (Novieka and Prasetya, 2018).

On the off chance that the performance of employees is all-around composed, it helps an organisation to enhance its benefits and frequently meet the set objectives. However, organizations may not meet their objectives without effective communications. According to Welch (2012), communication underpins organisational effectiveness. It contributes to positive internal relationships by enabling communication between superiors and their subordinates.

Effective internal communication is crucial for successful organizations as it affects the ability of strategic managers to engage employees and achieve objectives (Welch and Jackson, 2007). Internal communication is typically used, for example, to interpret and communicate the corporate strategy and goals of company operations together with the management of the

company. When developing and strengthening internal communication, the flow of information is enhanced. In the wake of good internal communication, everyone in the organization has a common goal, which at its best ensures the company's competitive advantage.

“Every organization has the ability to unlock the full potential of its business and its brand through its people. Yet, most organizations refuse to do so” (Thomson and Hecker, 2000). Croft and Dalton (2003) assert that it is possible to enhance reputation through internal communication. With the same or even more passion with which a company tries its best to build long-term relationships with its customers, it also needs to build long-term relationships with its employees.

Taking a clue from the statements of Welch and Jackson (2007), Thomson and Hecker (2000), Croft and Dalton (2003), it is essential for organizations to develop internal communication policies to ensure they function well and effectively. This will affect the company's reputation viewed from the perspective of different stakeholder groups, especially the employees.

One thing that is conspicuous in the various descriptions of internal communication is the two-way nature of communication. This means the direction or pattern of communication is mutual. When communication is two-way in nature, the direction may be vertical in appearance - downward – from management to employees and upward communication – from employees to management (Amponsah, 2013). The two-way direction means employees and management alike, have the opportunity to communicate and send feedback to each other.

Effective internal communication increases trust in organizations, this is often associated with business success. Thomas and Callan (2009) addressed that, communication plays an important role in the development of trust within an organization. They found that in the relationships with

co-workers and supervisors, it is quality, not quantity, of information that best predicts trust. Surprisingly, in contrast, in the relationship with top management, it is the quantity that is significant, rather than the quality of information.

The problematic nature of internal communication development in most organisations requires more information on the subject matter. Robson and Tourish (2005) identified the barriers to effective internal communication practices. There are often problems related to how much information people need to do their jobs, problems with the sources from which they receive it, the channels through which the transmission is done and how much information is in turn sent by most organisational members. Robson and Tourish (1996) state that there are problems related to the issues of amount, the sources, the channels, and the receiving information back identified by Robson and Tourish (1996) require more research in internal communication.

There is however difficulty in identifying quality research works on the perception of employees on internal communication channels. There is therefore more room for research of internal communication development on modern internal communication channels.

Academic research has identified three areas of internal communication which have been researched by the likes of Quirke (1996), Van Vuuren (2006), Barrett(2006), Smith and Mounter (2005), Thomas and Callan(2009), Alleyne (2005), Thomson and Hecker (2000), Barrett (2006), Smythe (1996) and Hage (1971).They identified three areas of internal communication which included managerial communication, supervisor and team communication, and interdepartmental communication.

The problem however is that the three areas have not been researched together by researchers in the field but usually concentrate on one area. This makes it difficult for proper scrutiny of the

internal communication practices in a particular organisation. Researchers usually select a single area as the area of concentration. This is usually on interdepartmental communication.

In Ghana and specifically the security services, there has not been enough research on the internal communication system. Over the years, past researchers have been interested in the general practice of Public Relations in the Ghana Police Service leaving little or no attention to its internal communication practices. The internal communication practices affect how its personnel behaves which also goes a long way to influence the perception held by the public about the Service.

For instance, several publications on the GPS such as Aday, E.K., (2008), and Issah, (2017) all sought to find out various aspects of communication including how PR is practiced in the Ghana Police Service and how transparent or otherwise the service is, as well as the perception held by the public. However, no attention has been given to internal communication practices in the Service which influences the perception, attitudes of its personnel towards work, and the overall performance of personnel of the Service whose attitudes go a long way to influence the image of the Ghana Police Service. The issue is no different when it comes to the Ghana National Fire Service and other Law Enforcement Services as there is no existing research on the topic.

This study will therefore seek to combine theory and practices by exploring the entire internal communication system of the two Services and finding out the perceptions of employees about the system, how best they think it could be done. And finally, develop a framework for the services based on the findings. The study will also contribute to academic research by providing a new kind of approach to internal communication and its development.

This study takes a more concrete than a holistic approach to internal communication and its development, defining the areas of interest clearly. Employee involvement and perception are considered very essential, and fast-changing organizations have been identified as the most important target of research.

1.2. Research Problem

Many organizations have not had a clear understanding of internal communication and its importance as a component in the creation of mutual understanding between the management and employees. This often leads to dissatisfaction and a negative attitude of employees. According to Guzman and Lewis (2020), when an organisation encounters poor employees' attitude and performance because of poor and ineffectual communication, it starts to experience the accompanying issues: The rate at which individual employee innovates on work diminishes; employee becomes disappointed with work; enthusiastic difficulties of workers build; decrease in workers' contribution; absence of change in deals of the organization; poor or no benefit and this prompts absence of advancement and notoriety of the organisation.

There are also no internal policy guidelines to guide the internal communication practices in most organisations. Most often, employees learn about issues about their organisations from traditional or social media. This does not only show the ineffectiveness of the internal communication practices but also depicts how employees who are one of the most important publics are often ignored in the flow of communication in most organisations. Welch (2012) affirms that internal communication is consistently identified as a key area of communication practice growing in importance.

The absence of two-way communication flow and guiding policy or framework in organizations have often been identified as the cause of these issues. One thing that is conspicuous in the

various descriptions of internal communication is the two-way nature of communication. This means the direction or pattern of communication is mutual. When communication is two-way in nature, the direction may be vertical in appearance - downward – from management to employees and upward communication – from employees to management (Amponsah, 2014). The two-way direction means employees and management alike, have the opportunity to communicate and send feedback to each other.

Seven H, (2012) in his study on communication in the Turkish National Police, found out that Turkish officers' job outcomes, such as organizational commitment and intention to remain, are affected by their perceptions of communication within the TNP. The more satisfied officers are with communication procedures within the TNP, the higher their commitment level; conversely, the less satisfied that officers are with TNP communication procedures, the less commitment they have to the organization. In other words, more committed officers are significantly more satisfied with communication practices than less committed officers in the TNP. Eventually, the intentions of highly educated Turkish officers to remain with the TNP tend to increase positively and linearly as their commitment goes up.

This means that just as communication is important in every organization, the situation is no different in the Police services and the Law Enforcement Services in general. Over the years, past researchers have been interested in the general practice of Public Relations in the Ghana Police Service and other Law Enforcement Services leaving little or no attention to its internal communication practices. The internal communication practices affect how its personnel behaves which also goes a long way to influence the perception held by the public about the Service.

For instance, several publications on the GPS all sought to find out how PR is practiced in the Ghana Police Service and how transparent or otherwise the service is, and the perception held by

the public. However, no attention has been given to internal communication practices in the Service which influences the perception, attitudes of its personnel towards work, and the overall performance of personnel of the Service whose attitudes go a long way to influence the image of the Ghana Police Service.

Therefore, this study will seek to explore the internal communication practices in Ghana's Law Enforcement Services with a focus on the Ghana Police Service and the Ghana National Fire Service, their effectiveness, develop guidelines in terms of how effective communication should look like, how they influence the attitudes and perceptions of its personnel, and how that further influences their performance.

1.3. General objectives

The main objective of this study is to assess the internal communication practices of the Ghana Police Service and the Ghana National Fire Service and how it is perceived by the personnel and have a clear understanding of what is in theory as compared to practice. Specifically, the study seeks to determine;

1. How personnel perceives the internal communication practices in the two security services.
2. Which communication channels are used and are preferred by the personnel.
3. Whether internal communication in the services is two-way or one-way.
4. How internal communication in the Ghana Police Service and the Ghana National Fire Service could be improved.

1.4. Research questions

1. How do personnel of the selected security services perceive internal communication practices?
2. Which communication channels are used and are preferred by the personnel?
3. Is internal communication in the services two-way or one-way?
4. How can internal communication in Ghana Police Service and the Ghana National Fire Service be improved?

1.5. Significance of the study

The study is important as it will give a clear picture of the internal communication system and channels of the GPS and GNFS, how they work and are perceived, and determine the factors that influence them, and also see if there is an urgent need for innovative internal communication processes to be implemented based on the internal communication problems found.

Furthermore, the study will develop guidelines in terms of how effective internal communication should look like. The findings and subsequent framework could be applied to all the institutions under the Ministry of Interior (Ghana Police Service, Ghana National Fire Service, Ghana Immigration Service and the Ghana Prisons Service), as they all one way or the other have the same communication system. Also, the use of the GPS and GNFS who happened to be the two largest institutions in the sector is a good representation.

This research would also enrich the existing theoretical literature and fill the research gap by assessing internal communication and its effects in the public sector. Aside from contributing to the existing knowledge, this study will also serve as an important finding, a basis, as well as a source of reference for future studies in the field.

1.6. Delimitation (scope) of the study

The main focus of this study is to assess the internal communication practices of the Ghana Police Service and the Ghana National Fire Service, how it is perceived by employees, and have a clear understanding of what is in theory as compared to practice.

Therefore, this study will seek to explore the internal communication practices in the Ghana Police Service and the Ghana National Fire Service, their effectiveness, develop guidelines in terms of how effective communication should look like, how they influence the attitudes and perceptions of its personnel, and how that further influences their performance. This research would contribute significantly to existing theoretical literature, uplift the existing theoretical literature and fill the research gap by assessing the role of internal communication and the attitude and performance of employees in the public sector.

1.7. Limitations to the study

In the course of conducting the study, the main possible obstacle will be getting access to all the GPS and GNFS personnel needed for the study. It is obvious that getting a police officer or Fire Service personnel to respond to the questionnaire will not be an easy task. There would likely be disappointments in the case of administering questionnaires. This issue is likely to increase the data collection period and thus will affect the general timetable of the study.

Also, considering the fact that the institutions are security agencies, most of the activities are veiled with secrecy so information is always classified, and therefore some of the participants will be careful in order not to disclose confidential information. This, also implies that they will likely reveal some vital information but retain some.

Another limitation will be the availability of enough literature on internal communication of the Law Enforcement Services in Ghana. However, the researcher will manage to collect and assess a good number of such works outside Ghana for perusal which will enrich the study.

Finally, the research will not cover all the security agencies. However, the GPS and GNFS being the two largest in the sector is a good representation of the sector.

1.8. Organisation of the Study

The research is divided into five chapters. The first chapter includes the introduction, the background to the study, statement of the research problem, research objectives, research questions, significance of the study, the scope of the study, and finally organisation of the study.

The second chapter considers the theoretical framework guiding the study and a review of related literature. Chapter three deals with the methodology, approach, research design, population, sampling method, sample size, data collection instruments, and the data analysis tools which was be used in the study. Chapter four analysed the research findings, while Chapter five summarises the findings, draw conclusions, and make recommendations for further research.

The findings were then used to develop an internal communication framework for the Law Enforcement Services based on the gap that was identified between literature and practices, as well as the opinion of the personnel on how effective communication should be.

1.9. Operational Definition of Concepts

1.9.1. Communication

Al-Nashmi and Syd Zin (2011) assert that communication is important for all organisations, since it is the vehicle of human interaction.

Wilson and Warnock (2007) introduced a new dimension by viewing communication as the ability to give information, to make one's voice heard, and to participate in discussion and debate. Keyton, (2011) also viewed communication as the process of transmitting information and common understanding from one person to another.

1.9.2. Effective communication

Effective communication can be said to be a process of exchanging ideas, thoughts, knowledge, and information such that the purpose or intention is fulfilled in the best possible manner some elements which make communication effective include clarity of message, the correctness of message, completeness, precision, and reliability.

1.9.3. Internal communication

According to Miller (2006), internal communications do not refer only to those few "official" channels of communication within your organization, such as internal newsletters, notice boards, or staff meetings. It is not a process that goes from the top, the chief, to the bottom, the intern. Rather, internal communications refer to the almost constant interactions within your organization that convey meaning. Therefore, internal communication encompasses both overt communication like meetings, memos, etc, and more casual forms of communication such as gossip, pleasantries, and body language.

1.9.4. Channels of communication

A communication channel is a medium through which messages are transmitted and received. Meng and Berger (2008) categorized channels like print, electronic, or F-T-F (interpersonal). Common print channels include memos, brochures, newsletters, reports, policy manuals, annual reports, and posters. New technologies have spurred the use of electronic channels, e.g., email and voice mail, Intranets, blogs, podcasts, chat rooms, business TV, video conferencing, instant messaging systems, wikis, and electronic town-hall meetings. Face-to-face channels include speeches, team meetings, focus groups, brown bag lunches, social events, and gatherings and management by wandering around.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This aspect of the study is a review of secondary data that is relevant to the study. According to Taylor and Procter (2008), a review of literature is an evaluation of what accredited scholars or researchers have already written on a topic. The scholar argues that the review consists of an overview, a summary, and an evaluation or critique of the existing knowledge about a specific area of research. Baxter and Babbie (2004) contend that a review of literature is simply a comprehensive survey of what researchers have already done on a topic area. Neuman (2003) points out that knowledge accumulates and people learn from and build on what others have already done. Based on the above assumptions, therefore, literature was reviewed on related works on the topic. The key concepts of the study were also discussed. The chapter also deals with the theoretical underpinnings that guided the study with the intention of linking theory to practice as far as internal communication practice and employee engagement and satisfaction are concerned.

2.1. Theoretical Framework

2.1.1. Stakeholder Approach

The Stakeholder Approach to internal communication was propounded by Welch and Jackson (2007). This theory provides a framework to counteract the tendency of treating employees as a uni-dimensional “single public” (Welch and Jackson, 2007) and to differentiate the various stakeholder groups to provide a means to focus on all employees. The stakeholder theory is propounded to fill the considerable gaps in internal communication theories as it has been difficult to define what internal communication entails. This is because of the several, often

interchangeably used, synonyms of various theorists ascribe to it (Smith, 2008, Argenti, 1996, Smidts, Pruyn & Van Riel, 2001).

According to Welch and Jackson (2007), the stakeholder approach to internal communication is in four interrelated dimensions: internal line manager communication, internal team peer communication, internal project peer communication, and internal corporate communication.

The fourth dimension, the internal corporate communication is briefly defined by Welch and Jackson (2007) as “the communication between an organisation’s strategic managers and internal stakeholders designed to promote commitment to the organisation, a sense of belonging to it, awareness of its changing environment and the understanding of its evolving aims.”

Internal corporate communication is mainly one-way channels such as newsletters and the intranet with four objectives which are notably: belonging, commitment, awareness, and understanding of the business environment. It focuses specifically on formal and managed internal communication as against informal internal communication.

Argenti (1984) defines stakeholder “as any group or individual who can affect or is affected by the achievement of the firms’ objectives.” Thus, the stakeholder theory identifies people at different organisational levels as all employees, strategic management, day-to-day management work team, and project teams. It is therefore imperative that internal corporate communication is a strategic one-way communication from strategic managers/ management of the company to all employees. In agreement, Welch and Jackson (2007), posit that it deals with corporate issues like goals, achievements, and objectives.

Though internal corporate communication is one way, it is unrealistic to assume that the company could have face-to-face communication with every single employee as messages are

expected to be transmitted from the top and subsequently mediated via other communication channels once “the content meets employees;’ the employees’ need to know rather than management need to tell” communication (Grunig, Grunig, and Dozier, 2002).

Taking cognisance of the changing environment, the communication of the current situation should be about the opportunities and threats of the company. Effective internal corporate communication should therefore enable employees to understand the constant changes the company is going through and hence reduce uncertainty among employees. Internal corporate communication is of interest to this study because internal communication contributes to the success of organisations (Argenti and Forman, 2002; Tourish and Hargie 2004). Its usefulness is inherent in the fact that it is the strategic top management of the company addressing all employees about goals and objectives. It will as well, give insight into employees’ views of and preference for mediated internal corporate communication and also broaden our perspective on internal communication

2.2. Internal communication

An organization where the flow of communication is done between or among employees regarding their work shows a form of internal communication has taken place. Communication is defined by many authors as the exchange of information between recipient and sender by which a message is directed from a point to another point and the communicators are associated all together through communication channels (Abdullah and Afshar, 2019).

Internal communication is defined by Abdullah and Rahman (2015), as necessary management activities in all organizations as it is considered as a vital factor for all employees at all levels in organizations to obtain information regarding their tasks and duties (Ali et al., 2021). Internal communication also gives a sense of understanding of the business culture to employees. As

defined by Abdullah (2018), internal communication is an outline of meanings and the individual interaction that takes place within organizations (Saleh et al., 2021).

Internal communication also creates a mutual understanding and relationship within an organization. Othman and Abdullah (2016), therefore defined internal communication as a process in which individuals share information to achieve a mutual understanding. Furthermore, Abdullah and Othman (2016), defined internal communication as social interaction through messages (Abdullah and Othman, 2021 cited in Ali et al, 2021). Abdullah and Abdul Rahman (2015), provide in their study four fundamental functions that internal communication could accomplish within an organization: informative function, control function, social function, and expressive function.

Additionally, internal communication presents a basic incentive in organizations that strengthens and enables employees to carry out their tasks effectively (Anwar and Abdullah, 2021). One importance of internal communication which is the exchange of information and the transmission of meaning has also been discussed by Anwar and Shukur (2015), who refer to internal communication as the soul of an organization. The importance of communication can be explained by the fact that it is the tool that can both reveal and eliminate problems (Anwar and Abdzebari, 2015).

Globally, internal communication is considered very essential. Most organizations are measured based on their turnover rate, as a result, the rate of turnover in any organization will influence the organizational performance (Anwar and Balcioglu, 2016). Mainly, the focus of internal communication is geared at connecting employees as well as groups and organisation in general to simplify the realization of collective interest and unstructured cooperation (De Ridder, 2004). When effective internal communication is critical for a successful organization, it affects the

ability of strategic managers to engage employees and achieve objectives. Likewise, when the same internal communication is apt, it ensures employee commitment to achieving groundbreaking business results by helping improve collaboration, productivity, and performance (Welch and Jackson, 2007).

An effective communication within an organization has many benefits such as providing a high quality of service, increased productivity, increased creativity, enhanced employee participation, a decreased rate of employee turnover and increased employee job satisfaction (Ali et al 2021). History has it that the origins of internal communication are in business Journalism. Professional recognition in the UK goes back to the formation of the British Association of Industrial Edition in 1994. During the era, Journalists were tempted by attractive salaries to write for the staff or 'house' journals which published company news and information. The motive just as it has remained till date was to better inform employees as better informed employees were believed to be better motivated who in turn contributed to increased productivity.

Today, technology has provided a wealth of new media channels and formats to ensure the continuous flow of internal news, information, and feedback being delivered directly to a computer unlike the early days of internal communication where organization used audio-visual presentations as a way of inducting new staff and organizing events to explain company policies to employees. As indicated earlier, internal communication is rooted in journalism. The skills needed to communicate are as important as the channels used in the internal communication process.

2.3. Internal Communication and Organizational Performance.

In Salako (2016), communication has been characterized as the “Lifeblood” of an organization, and miscommunication has caused serious damages in many organizations. Communication is the process by which people attempt to share meaning (Callaghan, 2004). When the internal communication system is effective, employees become motivated and put out their best in their fields. The availability of varying effective channels help in effective communication. According to Bateman and Snell (2002), some managers believe they should choose only one channel to communicate a message because doing so is more efficient. However, multiple channels may be necessary for example with virtual terms, relying solely on e-mail is not enough. Managers should also employ audio meetings, video conferencing voice mail, and face-to-face communication. It is helpful for all team members to be available by phone during certain hours. One must hold regular face-to-face meetings and enforce attendance at scheduled virtual meetings. Regular updates status and two-way exchanges are necessary via multiple channels.

Another key to communication effectiveness is that people know how to use various channels properly for example virtual terms should be trained on how to use software to enhance team performance. How to use (and not use) e-mail typography to communicate emotions and such norms as acknowledging receipt of messages and speed of response

Engaged employees are operationally defined as motivating, self-improving, and productive as well as understanding and aligning themselves with their company's culture and business strategy (Harley et al., 2005 and Coleman, 2005). According to Sias (2005), the engaged employee is, "an employee being fully intellectually and emotionally committed to a particular job so that he or she wants to give to that job what is known as a discretionary effort."

The contribution of employees on the job is the most important factor for development and excellence in the organization (Jankingthong and Rurkkhum, 2012). Rich, LePine, and Crawford, (2010) identified two types of employee performance for organizational effectiveness: task performance and contextual performance.

The performance of employees on different jobs in close coordination is needed for the success of the organization (Macey and Schneider, 2008). Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research, and public relations (Paais et al., 2020). All these activities are interrelated to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. This will have a great impact on the total production and progress of the organization. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication, etc. are responsible to encourage people to work sincerely and give their best output (Jankingthong and Rurkkhum, 2012). The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction.

2.4. Barriers to Effective Communication

According to Agarwal and Garg (2012), communication is the key factor in the success of any organization. When it comes to effective communication, there are certain barriers that every organization faces. People often feel that communication is as easy and simple as it sounds. No doubt, but what makes it complex, difficult, and frustrating are the barriers that come in its way. Longest and Young, 2000 cited in Ergen (2011) defined communication barriers as anything that

filters, blocks or distorts the message or the information during the process of “encoding- sending- decoding’ Therefore effective communication can be hindered by any number of barriers at any time.

When determining what barriers might exist to an effective internal communication process within an organization it is beneficial to utilize the two categories used by Longest and Young (2000), cited in Ergen (2011) which are: environmental and personal. Guo and Sanchez (2005) describe environmental barriers as the characteristics of the organization that is derived from its environmental setting and personal barriers are anything that arises from the nature of individuals and their interaction with others.

According to Guo and Sanchez (2005), the following are examples of environmental barriers:

- i) Competition for attention within an organization: Multiple and simultaneous demands cause the message to be incorrectly decoded. The receiver hears the message but does not understand it. Due to inadequate attention paid to the message, the receiver is not really “listening.” Listening is a process that integrates physical, emotional, and intellectual inputs into the quest for meaning and understanding. Listening is effective only when the receiver understands the sender’s messages as intended. Thus, without engaging in active listening, the receiver fails to comprehend the message.
- ii) Time: Lack of time prevents the sender from carefully thinking through and thoroughly structuring the message accordingly, and limits the receiver’s ability to decipher the message and determine its meaning.
- iii) Organization’s managerial philosophy: Managerial philosophy can promote or inhibit effective communication. Managers who are not interested in promoting intra-organizational

communication upward or disseminating information downward will establish procedural and organizational blockages. By requiring that all communication follows the chain of command, lack of attention and concern toward employees is a sign of a managerial philosophy that restricts communication flows. Managerial philosophy not only affects communication within the organization, but also impacts that organization's communications with external stakeholders.

iv) Multiple levels of hierarchy and complexities: Such as the size and degree of activity conducted in the organization tend to cause message distortion. As messages are transmitted up or down, they may be interpreted according to an individual's frame of reference. When multiple links exist in the communication chain, information could be misinterpreted. As a result, a message sent through many levels is likely to be distorted or even totally blocked.

v) Power or status relationships: An unharmonious supervisor-subordinate relationship can interfere with the flow and content of information. Moreover, a staff member's previous experiences in the workplace may prevent open communication due to fear of negative sanctions are a result. For instance, a poor supervisor-subordinate relationship inhibits the subordinate from reporting that the project is not working as planned. Fear of the power and status of the manager is a common barrier to communication.

vi) Use of specific terminology unfamiliar to the receiver: Communication between people who use different terminology can be unproductive simply because people attach different meanings to the same words. Thus, misunderstanding can occur due to unfamiliar terminology.

On the other hand, barriers to effective communication include several elements such as information overload, information barriers, badly designed messages, lack of planning, and interpersonal factors (Bowditch and Buono, 2007).

According to Flower and Manktelow (2005), communication barriers can pop up at every stage of the communication process (which consists of a sender, message, channel, receiver, feedback, and context) and have the potential to create misunderstanding and confusion. To be an effective communicator and to get your point across without misunderstanding and confusion, your goal should be to lessen the frequency of these barriers at each stage of this process with clear, concise, accurate, well-planned communication.

2.5. Levels of internal communication flow

The flow of communication within an organization depends on the size of the organization. According to Lunenburg (2008), the structure of an organization should provide for communication in three distinct directions: downward, upward, and horizontal. These three directions establishes the framework within which communication in an organization takes place. Richmond et al (2005) cited in Spaho (2013) states that communication flows in two directions in the organization: vertically and horizontally. Richmond (2005), further described that vertical communication is concerned with upward and downward communication between managers and employees. The three directions are discussed as follows:

2.5.1. Vertical Communication

Vertical communication is concerned with communication between employees at different hierarchical levels in the organization. It focuses on downward and upward communication between managers and employees (Richmond et al2005).

In the security services, this kind of communication is shared between heads of various departments and commanders. This is usually in the form of signals and memos. According to Verma (2013), vertical communication is held between or among those who are on different levels of authority within the organization. It occurs between hierarchically positioned personnel and involves both downward and upward communication flows.

2.5.2. Downward Communication

This can be said to be the most prevalent in security services. It is the flow of information from superiors to subordinates. It also comes in the form of signals, memos, and briefings. Tourish (2010) also stated that the downward flow of communication provides a channel for directives, instructions, and information to organizational members. This type of communication is generally effective when upper levels of management are highly motivated to make it work. Five different elements generally flow downward in all organizations. They are job instruction, rationale, ideology, information, and feedback.

Verma (2013) states that in this kind of communication, the flow of information is transmitted from higher to lower levels. The downward flow of communication relates to multiple issues, that is, directives, instructions, and information regarding procedures and policies, etc., to give directions for implementing goals, strategies, and objectives.

2.5.3. Upward Communication

According to Verma (2013), upward communication flows from junior officers to senior officers. It may be related to problems and exceptions to routine work to make the leader aware of difficulties; suggestions for improving task-related procedures; periodic reports regarding individual and department performance, different kinds of grievances.

Upward communication is initiated by those at the lower levels of the organization, it can be successful only if those at the higher levels are willing to allow the communication to be effective (Richmond et al, 2005). Verma (2013) agrees with this by stating that communication from junior officers to senior officers does not flow as freely and smoothly as communication from senior to juniors. The senior officers' attitude and communication play a critical role in the upward communication flow. If the senior is concerned and listens, upward communication improves.

This kind of communication is however difficult due to the regimental nature of the security services. Most personnel are scared of victimization and may refuse to even express their opinions when given the opportunity. The most common barrier to effective upward communication is the long time gap between the communication and the action (Richmond et al 2005, Verma 2013 and Lunenburg 2010).

According to Verma (2013), the effectiveness of upward communication can be conceivable by following a few strategies: Management can encourage an open-door policy, whereby employees are invited to come in and discuss any problem they may have. In reality, the open-door policy is seldom used as management may say: "My door is always open," but in many cases, both the employee and management know the door is closed.

In the security services, such opportunities are given during deployment parades and welfare meetings. However, personnel refused to voice out their opinions on issues raised for fear of victimization while those who manage to do not have their opinions considered by their senior officers.

2.5.4. Horizontal Communication

According to Richmond et al (2005), horizontal communication is concerned with the communication between employees at the same level in the organization. It focuses on communication between peers, people at equal or very nearly equal levels in the organization.

Verma (2013) also discussed that horizontal communication flow exists to enhance coordination. This horizontal channel permits a lateral or diagonal flow of messages, enabling units to work with other units without having to follow rigidly up and down channels. These communications are also informational but differ from downward and upward communication. Here information is basically for coordination, to tie together activities within or across departments. This can be intradepartmental as well as interdepartmental as several times task accomplishment remains related to issues related to other departments. This kind of communication increases more in decentralized power.

There is often much more horizontal communication in organizations daily than there is vertical and the security services are no different. This is because there are more junior officers than senior officers, and personnel at the same level feel more comfortable talking with each other than with officers in different authority levels. Horizontal communication often focuses on personnel satisfaction and employee morale. At this level personnel usually can talk openly and freely about their feelings about the system.

2.5.5. Informal Communication (The Grapevine)

A very important channel of communication that is often ignored is the grapevine. The grapevine is the informal transmission of information, gossip, or rumor from person to person. The grapevine is the informal and unsanctioned information network within every organization. The

network helps employees make sense of the world around them and consequently provides a release from emotional stress and all informal information Singh and Sharma (2013).

Singh and Sharma (2013) further discussed that the grapevine is an expression of healthy human motivation to communicate. It moves through the organization in every direction. It moves upward, downward, and diagonally, within and without chains of command, between workers and managers, and even with and without an organization. In the security services, personnel out of dissatisfaction use this medium more. Therefore, senior officers who are keen on knowing the sentiments of their personnel turn to this channel to solicit information to help plan institutional policies and the deployment of strategies.

The grapevine could also help in testing the waters for the implementation of new policies. Therefore, It is important for the services to effectively, manage the grapevine as it is inherent in the culture of any organization (Singh and Sharma, 2013).

2.6. Internal communication flow in Law Enforcement services.

The satisfaction with communication is the assumption of the existence of the support that it provides when a communication process or event fulfills the positive expectations (i.e. the level of satisfaction among the employees which exists between the total communication flow and the factors determining mutual relationships within the organization (Kandlousi et al, 2010).

It is important to note that communication plays an important role in every organization. Specifically, Langbein and Jorstad (2004) have indicated that communication between supervisors and employees is linked to employee production. Porumbescu et al, (2013) added that it is linked to trust within the organization and among its members. Also, Parsons, Kautt, and Coupe (2011) link this to personal feelings and perceptions held by subordinates. Supervisors

across all organizations have numerous responsibilities, including communication with their subordinates.

However, research shows that interpersonal communication which is an essential part of internal communication is not highly valued in paramilitary organizations, nor is it a priority during supervisor training (Parsons et al., 2011). Effective communication impacts employees and the organization in beneficial ways (Langbein and Jorstad, 2004, Porumbescu et al., 2013 and Parsons et al., 2011). Hence, it should be a high priority of the supervisor.

In law enforcement agencies specifically, the literature identifies the police, for example, have developed an “Us versus Them” mentality between the administration and line employees (Trautman, 2003). The disconnection of junior officers from authorities as a result of ineffective communication flow continues to be a source of worry. Trautman (2003) stated that out of the more than 17,000 law enforcement agencies in the United States, most have clear issues that often generate anger and hostility based on their belief of disrespectful treatment from the administration. He also noted that, often, eager and efficient recruits are swept into this cancerous cycle and become pessimistic and cynical, increasing the barriers of sieving and rank division. He believes that many of these common situations are bred from a very common issue of poor communication.

It is common to see that police departments and companies do not engage with subordinates. Commands or orders are sent down the chain of command, but reciprocal messages are not allowed to be received. This often leads to a substantial loss of personal and company value within employee circles and the organization as a whole. Overman (2003) states that employees will often hoard information to make their positions indispensable to the company. Engagement is a tool for managing knowledge. Companies and agencies that engage with employees increase

trust and importance with the subordinate, which creates value for the organization as a whole (Overman, 2003).

In communication, it is required of managers to use four ways of planning, organizing, leading, and controlling. A major importance of communication is helping the organization to ensure that each person is actively engaged while organisations also accomplish their goals. According to Vito, and Walsh (2012), communication within a department reflects both the hierarchical nature and the variation of functions within it. Communication flows from the bottom to the top of an organization. Phrases such as, “That’s the way we do things around here,” suggest that a set of norms and values exist establishing the group’s culture (Parsons et al., 2013). Although rarely detected on the surface, culture is the deep-seated identity of an organization that can enhance or cripple an organization.

In the law enforcement agencies, there is a strong organizational culture that includes a mode of communication that is passed on from generation to generation without question. Specifically, within the law enforcement agencies, there are formalized channels that require extensive communication. This makes the structure of law enforcement is so useful because it uses multiple networks of communication flow. Whether it is upward or downward communication depends on the organization and the way they maximize the benefits. There are two major internal communication styles in law enforcement agencies. These are the Top-down and Bottom-up.

2.6.1. The Top-Down Flow of Communication.

Top-down communication, which is also known as downward communication “involves messages from senders relatively high in the organizational structure to receivers in lower-level positions such as a supervisor to subordinate” (More, Vito, and Walsh, 2012).

This involves communication from various commanders to their subordinates. For instance, the police organizations are inherently top-down in their managerial style, and order maintenance policing which is adopted by top management and executed by lower-ranking workers (Gau and Gaines, 2012). The top-down method looks at the overall decision and work procedures of the organization at the top and splits it gradually more into specific responsibilities; such as to protect and serve. Another example is how law enforcement managers dedicate their time to downward communication, to direct the decision of field officers (More, Vito, and Walsh, 2012). They accomplish it by giving commands and developing normal functioning procedures.

The level of difficulty in a law enforcement organization is mainly determined by the amount of horizontal and vertical differentiation that exists. As indicated earlier, there is also Bottom-up or upward communication.

2.6.2. The Bottom-Up or Upward Communication

This includes communication from sources in lower-level positions to people in moderately advanced positions. It essentially begins with the officers on the ground and as the messages go up each level, it gets filtered and changed more than those messages that happen in downward communication (Gau and Gaines, 2012).

This, however, is not as smooth as it is with top-down communication. Organizational culture and other barriers make the communication flow from the bottom up almost impossible.

Several factors inhibit the flow of communication in law enforcement agencies. Officers unanimously declare that the rank structure itself is the largest barrier (Fishers et al., 2003).

Unfortunately, any attempt to challenge the status quo is always a ground for conflict. Line officers say that attempts at reciprocal communication are often taken for insubordination or

disrespect when the motivation is simply an attempt to clarify a request or make quality suggestions (Fishers et al., 2003).

Consequently, the norm and most widely used form of communication in law enforcement agencies continue to be a one-way downward flow of communication. The most common method is the downward memorandum, which does not allow effective upward communication (Fishers et al., 2003).

As a result, law enforcement officers do not get enough satisfying information that touches on their welfare and growth. Fishers et al (2003), identified that positive feedback and reward programs are the highest on the wish list of the line or field officers. However, for so many years, only corrective or punitive communication are sent to such officers.

It is therefore important for law enforcement agencies to have an effective communication flow that takes care of the existing barriers in communication. This would increase its effectiveness as an organization, employer, and service provider, and the rank structure and order do not have to be compromised to increase value and quality communication within the agency (Bowers, 2003).

The lack of two-way communication gives way for unofficial channels including the grapevine to flourish as discussed earlier which breeds anger and dissatisfaction from personnel which eventually affects their work output and general organizational performance.

2.7. Review of Related Literature

The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity (Muda et al, 2014). With effective communication, a company can have good coordination among the

teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause damage between individuals.

It has been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and it depends on the facilities available in organizations and the actions of managers to see the acceptability of information to have an accurate deliverance (Chen, 2008). Furthermore, as one of the crucial elements, the managers have been asked to learn the feedback gained from the employees which probably affects their work motivation (Muda et al, 2014). This relates to the circumstances that are currently faced by the employees including the right time of delivering such information, thus, they may perform based on the messages they receive.

There has not been enough research on the internal communication of law enforcement agencies. Most of the studies that mention communication in law enforcement mostly concentrate on one of the services such as police or fire department. Hardly are all the services looked at in a single study not forgetting the fact that the communication practices and issues are almost the same across services. Such works however do not look at internal communications in their entirety but rather concentrate on other aspects of communication. Among the limited literature that has considered aspects of communication in law enforcement are Gerspacher (2014), and Esan, D. (2017).

Gerspacher K, (2014) in his work *Communication Culture within Law Enforcement: Perceptions from Officers and Supervisors* sought to find perceived differences in organizational culture between patrol officers and their supervisors, specifically testing role ambiguity, trust in supervision, organizational culture, and communication, and transformational leadership behaviors.

The data collected were analyzed using independent sample t-tests and bi-variate correlations to determine: (1) if there is a perceived division of culture between patrol officers and supervisors, (2) the factors that contributed to the perceived cultural division, (3) the role the leader plays in balancing communication culture, and (4) the relationship between perceived communication culture from the supervisors and patrol officers' perspectives. Independent sample t-tests and correlational analysis were used with results indicating that there is a perceived division of culture between patrol officers and supervisors and the factors that contribute to this division include upward and downward communication, trust, and role ambiguity.

The above study just like other works in the field as indicated earlier, the two hypotheses which were connected to communication were related to patrol officers leaving out other officers of the population. Also, it did not go into details of the internal communication channels in the organization.

Esan, D. (2017), also in his Police officer communication: Bridging the gap between law enforcement and policing communication styles study sought to bridge the gap between 'law enforcement and 'policing' styles of communication to produce a more effective police officer who can interact with citizens in a way which would increase public trust. However, just like Gerspacher (2014), the research did not delve into the internal communication practices of the law enforcement where the police was a case study but was interested in the communication styles in general.

It appears that researchers have not noticed that the ability of an organisation to get its general communication right largely depends on how it handles its internal communication. This is because the internal communication practices of an organization which in this case is law

enforcement have a direct impact on the overall work output of employees including how they communicate with the external public.

There has also been research on internal communications effects in police across the globe. Among such works is Seven H, (2012) who in his study on communication in the Turkish National Police, found out that Turkish officers' job outcomes, such as organizational commitment and intention to remain, are affected by their perceptions of communication within the TNP. The more satisfied officers are with communication procedures within the TNP, the higher their commitment level; conversely, the less satisfied that officers are with TNP communication procedures, the less commitment they have to the organization. In other words, more committed officers are significantly more satisfied with communication practices than less committed officers in the TNP. Eventually, the intentions of highly educated Turkish officers to remain with the TNP tend to increase positively and linearly as their commitment goes up.

Also, Hoffmann, (2012), in his study internal communication in the police force and Kenney (1955) on Internal police communications have rather researched police internal communications in particular. However, those works just like the many others did not include the communication channels that are preferred by employees of the organization and did not also include other law enforcement services. Also, the emergence of digital and social media have brought about a change in the way we communicate and it is therefore important for the police and law enforcement, in general, to have an overall assessment of their internal communication activities and situate it with the digital world we are currently to make the needed impact. The fact also is that the above works and the many others have found that there is a direct impact of internal communication in the police and must be given the needed attention.

On the other hand, there has been extensive research on internal communication in general. The likes of Adesina (2015), Sultan and Tarafder, (2020), and Ali and Anwar, (2021) in their various findings have shown that companies with highly effective internal communication have higher levels of job satisfaction, higher market share, higher employee commitment, and higher shareholder return. Comparing the above works on internal communication and the earlier works on police, it is clear that just as communication is important in every organization, the situation is no different in the Police services and law enforcement in general.

However, over the years, past researchers have been interested in the general practice of Public Relations in law enforcement services in Ghana and particularly the Ghana Police Service leaving little or no attention to its internal communication practices. Not forgetting the fact that internal communication practices affect how its personnel behaves which also goes a long way to influence the perception held by the public about the various law enforcement agencies.

For instance, several publications on the GPS all sought to find out how PR is practiced in the Ghana Police Service and how transparent or otherwise the service is, and the perception held by the public. However, no attention has been given to internal communication practices in the Service which influences the perception, attitudes of its personnel towards work, and the overall performance of personnel of the Service whose attitudes go a long way to influence the image of the Ghana Police Service.

Therefore, this study will seek to explore the internal communication practices in Ghana's law enforcement agencies, how it is perceived by personnel, their effectiveness, how they influence the attitudes and perceptions of its personnel towards their organisations, and how that further influences their performance which directly affects the public perception of the various law

enforcement agencies. Based on the results, this study will develop guidelines for internal communication for law enforcement services.

On the other hand, academic research has identified three areas of internal communication which include managerial communication, supervisor and team communication, and interdepartmental communication. The problem however is that the three areas have not been researched together by researchers in the field but usually concentrate on one area. This makes it difficult for proper scrutiny of the internal communication practices in a particular organisation. Researchers usually select a single area as the area of concentration. This is usually on interdepartmental communication.

Just as indicated earlier, in Ghana and specifically law enforcement services, there has not been enough research on the internal communication system. Therefore, this research will as well study the downward, upward, and horizontal as well as the informal grapevine. This will help cover the entire internal communication process as it takes care of internal communication from all angles of the law enforcement services.

2.8. Chapter summary

The chapter reviewed scholarly works on internal communication and how that links with the subject topic, with a particular consideration on how it is practiced in law enforcement services, and also included the research theme consideration. Themes like internal communication and communication barriers were looked at. The theoretical framework for the study was also explained and justified. The next chapter will introduce and detail the adopted research design and its justification.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This chapter gives an outline of the research methods that were followed in the study. It provides information on the participants, that is; the criteria for inclusion in the study, who the participants were, and how they were sampled. The researcher describes the research design that was chosen for this study and the reasons for this choice. The instrument that was used for data collection was described and the procedures followed in carrying out the study was also included. This chapter discussed the methods used to analyze the data, as well as the ethical assurances that were given to respondents.

3.1. Research Design

Research design is aimed at presenting a master plan that will specify the methods for collecting and analyzing information (Zikmund and Banin, 2007). It is also referred to as the plan and structure of investigation so conceived as to obtain answers to the research question. The plan is the overall scheme or program of the research. It included an outline of what the investigator considered from writing hypotheses and their operational implications to the final analysis of data. A structure is a framework, organization, or configuration of the relations among variables of a study. A research design expresses both the structure of the research problem and the plan investigation used to obtain empirical relations of the problem. The research design identifies the approaches to be implored in solving the research problem, sources, and information related to the problem. The quantitative design was used for the study. The use of a quantitative design approach was considered since it is a suitable and simple form of describing the variables

involved to establish statistical relationships or effects among variables (Saunders et al., 2009). This was also considered because it was suitable for the generalization of the results.

3.2. Population and Sampling

3.2.1. Population

Population refers to the universe of units from which the sample is to be selected (Ofori and Dampson, 2011). The research setting was the Greater Accra Region, precisely Accra the capital of the region. A target population is the complete group of objects or elements relevant to the research project. The target population for the study was personnel of the Ghana Police Service and the Ghana National Fire Service. Since the population of the Ghana Police Service and Ghana National Fire Service is too large and was known to the researcher at the time of the study, personnel in the Greater Accra Region were within reach and, so the researcher used them.

3.2.2. Sampling Technique

A sample comprises elements considered for inclusion in the study or it can be viewed as a subset of measurement drawn from a population in which the researcher is interested (Straydom, 2005).

It is a specific process by which the entities of the sample have been selected. The two types of sampling techniques are probability sampling and non-probability sampling.

Probability sampling includes techniques that select samples based on the concept of random selection. Among the techniques that are based on the concept of random sampling are random sampling, systematic sampling, stratified sampling, and cluster sampling.

Non-probability sampling techniques on the other hand are not based on random selection but based on the judgement of the researcher. Among the common techniques are quota sampling, purposive sampling, and convenience sampling.

3.3.3. 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). This helps in both the measurements and the drawing of conclusions.

A sample size of three hundred (300) respondents was chosen as a fair representation of the population under the study. The 300 respondents included 150 respondents each from the Ghana Police Service and the Ghana National Fire Service. Some researchers believe a large sample size is more likely to be a good representation of a population than a smaller sample. However, the most important characteristic of a sample is its representativeness, not its size (Greenes, 2008). Therefore, the 300 respondents were representatively selected.

3.3.4. Sampling method

This is the method by which the samples are selected for a study. It is a method under the Probability sampling technique. This is a sampling technique in which the researcher chooses samples from a larger population using a method based on the theory of probability (Inayat et al. 2014). Probability sampling is also known as 'random sampling this is a sampling that permits every single item from the universe to have an equal chance of presence in the sample (Etikan and Bala, 2017). The types of Probability sampling methods include simple random sampling, stratified random sampling, systematic sampling, cluster sampling, and multi-staged sampling (Etikan and Bala, 2017).

The simple random method was used to randomly select a subset of the population. This was considered because it gave each member of the population an exactly equal chance of being selected (Coombe et al, 2020). This is also known as the lottery or raffle type where the sample is carefully selected at random from the sampling frame without prior knowledge to those being selected.

3.4. Method of data collection

This is the procedure of collecting, measuring, and analyzing accurate insights for research using standard validated techniques (Etikan and Bala, 2017). A researcher can evaluate their hypothesis based on collected data. The methods of data collection includes interviews, observations (direct and participant), Survey (questionnaires), and relevant documents (Yin, 2014).

3.4.1. Survey method

A survey is a method used by quantitative researchers through the use of scientific sampling and questionnaires to gather data on respondent's characteristics, opinions, values, beliefs, behaviors, etc of a sample that is carefully selected from a relatively large population to analyze the data and draw conclusions from them. The survey method was considered for the study because of the large number of respondents.

3.4.2. Instrument of data collection

Data-collection instruments means the tests, questionnaires, inventories, interview schedules or guides, rating scales, and survey plans, or any other forms which are used to collect information on substantially identical items from 10 or more respondents (Kumar, 2011).

The questionnaire instrument under the survey method of data collection under the quantitative research was used for the study. The questionnaire was very helpful for the study because of the large number of respondents. It was also an inexpensive way of covering the large geographical area of the study.

The instrument used to gather the data is the questionnaire. A questionnaire is a research instrument consisting of a series of questions to gather information from respondents (McLeod, 2018). According to Neuman (2007), there are two types of questionnaires: open-ended and closed-ended.

Questionnaires with open-ended responses allow the respondent to provide their answers. While Closed-ended questionnaires, on the other hand, ask questions to which only predetermined responses can be given. Closed-ended questions produce consistent responses across respondents and are reliable because each respondent's response to a question fits into a pre-defined response category, resulting in a high response rate.

The study's questionnaire of 300 which had mostly closed-ended questions, with a few open-ended ones for good measure was administered through various means, and the same number was properly filled and returned.

As a result of the difficulty with reaching out to all respondents face-to-face which could have also increased the cost of the study and the prevention of the spread of Covid-19, in order to reach out to all the respondents, the questionnaires were administered through the internet by Email, WhatsApp and on a face-to-face basis.

3.5. Sources of data

These are the sources that are used by a researcher in the collection of information from all relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes. Data collection sources can be divided into two categories: secondary methods of data collection and primary methods of data collection.

3.5.1. Primary Data Collection

The primary data for the study was obtained from responses to standardized questionnaires from 300 personnel of the Ghana Police Service and Ghana National Fire Service in the Greater Accra region. The study's questionnaire which had mostly closed-ended questions, with a few open-ended ones for good measure was self-administered, and the same number was properly filled and returned. The nature of the study was explained to the respondents and the respondent's confidentiality of any information provided was also assured. The respondents were also provided with detailed instructions as to how the questionnaires were to be completed and returned. The rationale behind providing instructions and assuring confidentiality of information was based on the fact that this significantly reduces the likelihood of obtaining biased responses (Mann, 2013).

3.5.2. Secondary Data Collection

Secondary data was obtained for additional information. The study relied on both published and unpublished data such as articles from journals and the internet which were related to the topic. However, the sources of all secondary data was duly acknowledged in the reference section of the research.

3.6. Data Analysis

Analysis of data as indicated by Ader (2008) is a process of editing, cleaning, transforming, and modeling data to highlight useful information, suggestions, conclusions, and supporting decision making. The Statistics Package for Social Science version (SPSS 20) and Microsoft Excel Application were employed in the analysis of the data. Specifically, the SPSS was used to generate percentage distribution, descriptive tables, and Microsoft Excel was also employed to generate appropriate charts which were used to facilitate data analysis and discussions.

3.6.1. Ethical Considerations

Initially, the purpose of the study was explained to the respondents verbally. The participants were then sent or given the questionnaire, which also explained the purpose of the study. Confidentiality and anonymity were assured and they were informed that they were not obliged to respond to all the questions and that they could withdraw without any negative consequences. The respondents kept the questionnaires and submitted them after completion.

Participants were also informed that the findings of the study would be kept in the library and that in the event of publication, no names will be used. On analyzing the questionnaires filled by the respondents, each questionnaire was given a unique code.

3.7. Chapter summary

The chapter provided an outline of the research plan, structure, and execution to achieve the research objectives. It summarized the research design, population, and sampling, sources of data collection, and defined tools used for the collection of data. It also revealed the target population for the study, the sample size, the sampling technique, and the statistical techniques and tools that were used in analyzing the data.

CHAPTER FOUR

ANALYSIS OF DATA AND FINDINGS

4.0. Introduction

The chapter provides analysis and findings on survey results on the topic: ‘Developing an Effective Internal Communication Framework for Ghana’s law Enforcement Services.’ It also includes an analysis and interpretation of the data gathered on the field. To evaluate the validity of the test case, the data was analyzed using Pearson's correlation and Regression Analysis and Excel data Analysis.

The sample size that was considered was 300. Accordingly, 150 respondents each from the Ghana Police Service and the Ghana National Fire Service. All of the questionnaires were completed and submitted by the respondents, resulting in a 100% response rate.

4.1. The Demographics of Respondents

Respondents were comprised of Junior and Senior Ranked officers of the Ghana Police Service and the Ghana National Fire Service in the Greater Accra Region. Officers included a hierarchy of ranks from both services. Data was collected over a period of 4 weeks in September of 2021.

From table 1 below, Males and Females accounted for 63% and 37% respectively. A large proportion of 79% of respondents was between 24-35 years. Seven percent were between 18-23years and four percent were between 41years and above. Respondents' highest level of education earned varied, from Master’s Degree (four percent), 1st Degree (16%), Diploma (32%), and Senior High School (48%) as shown in Table 2. Also in Table 3, with regards to working experience in the services, seven percent have been employed at their current organization for less than one year, 72% have been in their current employment between 1 to 5 years, 10% have been in their current employment between 5 to 10 years, and six percent have

been in their current employment between 11-15years, three percent have been in their current employment between 16 to 21 years, one percent have been in their current employment for 22 years and more.

Table 1: Respondents Age and Gender Distributions

Demographics	Freq.	(%)
Female	112	37
Male	188	63
18 - 23 years	21	7
24 - 29 years	168	56
30 - 35 years	68	23
36 - 40 years	30	10
41 - 45years	6	2
46 years and above	7	2

Source: Survey Data (2021)

Table 3. Respondents Service Working Experience

Working experience	Freq.	(%)
Less than one year	21	7
1-5 years	215	72
5-10 years	31	10
11-15 years	19	6
16-21 years	10	3
22 years and above	4	1
Grand Total	300	100

Source: Survey Data (2021)

Table 2. Respondents Educational Qualifications

Educational Qualification	Freq.	(%)
Senior High School	144	48
Diploma	95	32
1 st Degree	49	16
Masters	12	4
Grand Total	300	100

Source: Survey Data (2021)

Table 4. Respondents Rank Level in Service

Rank level	Freq.	(%)
Junior	292	97
Senior	8	3
Grand Total	300	100

Source: Survey Data (2021)

In Table 4, Survey data shows, there were three percent senior rank officers and 97% junior rank officers for the research. Ghana National Fire Service (GNFS) had 47% junior ranks and three percent senior ranks whilst Ghana Police Service (GPS) had all 150 respondents being junior ranks.

4.2. Measures

Respondents answered a series of questions based on various components of internal communication practices in their institutions. The items, specifically, asked questions on their perception of internal communication which had 10 items, communication flow: 5 items, role ambiguity; 6 items, and available as well as preferred channels of communication in the various services also with 5 items.

The next two sections comprised of 5 measures each designed for respondent rating variables; 1. Communication in the Service makes me feel I am an important part of the organization, 2. Communication within the Service helps me to identify with the Service, 3. Communication within the Service promotes organisational goals, 4. I receive in time the information needed to do my job, 5. Conflicts are handled appropriately through proper communication channels and 1. My supervisor is always available to provide the needed information, 2. My supervisor is well informed about the problems I may encounter at work, 3. I am able to successfully communicate with the members of my team, 4. The grapevine (unofficial channels of communication) is active in the Service and 5. I receive more information through informal channels than formal channels of communication with each representing the perception of personnel on internal communication analyzing communication on an organizational and personal level and communication support with supervisors by analyzing the flow of upward and downward communication respectively.

Both sections used a 5-point Likert-type scale, with responses ranging from "Strongly disagree (1)" to "Strongly agree (5)."

4.3. Estimation of Results

Table 5: Perception of personnel on internal communication (Organization and Personal level)

	Mean	Standard deviation	Rank
Communication in the Service makes me feel I am an important part of the organization	3.39	1.00	4th
Communication within the Service helps me to identify with the Service	3.44	0.98	1st
Communication within the Service promotes organisational goals	3.39	1.11	3rd
I receive in time the information needed to do my job.	3.33	1.07	5th
Conflicts are handled appropriately through proper communication channels	3.42	0.97	2nd

Source: Survey Data (2021)

Table 6: Communication support with supervisors by analyzing the flow of upward and downward communication.

	Mean	Standard deviation	Rank
My supervisor is always available to provide the needed information.	3.65	0.85	5th
My supervisor is well informed about the problems I may encounter at work.	3.76	0.81	4th
I am able to successfully communicate with the members of my team.	3.93	0.70	3rd
The grapevine (unofficial channels of communication) is active in the Service	4.12	0.82	1st
I receive more information through informal channels than formal channels of communication.	4.08	0.87	2nd

Source: Survey Data (2021)

Based on the mean (see table 5) calculated on the selections by respondents on the scale of measurement. The measure, "Communication in the Service makes me feel I am an important

part of the organization” gave the 4th mean of (M) = 3.39, Standard Deviation (SD) = 1.00. Mean difference = 3, while the measure “Communication within the Service helps me to identify with the Service” had a mean (M) response of 3.4 which is 1st on the ranking, and a standard deviation (SD) of 0.98. The average difference is three.

On the other hand, the measure “Communication within the Service promotes organisational goals.” The participation response based on the scale of analysis gave a mean (M) of 3.39 and a standard deviation (SD) of 1.11. The average difference is three and the next item which states, “I receive in time the information needed to do my job.” also had a participation response which gave a mean (M) of 3.33 which is the least, and a standard deviation (SD) of 1.07. The average difference is three. Also, “Conflicts are handled appropriately through proper communication channels” as a measure in participation response gave a mean (M) of 3.2 which is 2nd on the rankings, and a standard deviation (SD) of 0.97. The average difference is three.

Looking at the mean values obtained from the analysis, personnel of the services do not receive enough information and do not feel much connection to the services they belong to. With an approximate mean value of 2, responses from personnel indicate that personnel of the institution have a negative perception of the services and do not have much commitment to the services.

On the section of supervisor support on the level of the downward and upward flow of information, the following mean and standard deviation were obtained (see table 6). On the item measured, “My supervisor is always available to provide the needed information.” The participation response gave a mean (M) of 3.65 which sits 5th on the rankings and a standard deviation (SD) of 0.85. The average difference is three. “My supervisor is well informed about the problems I may encounter at work” as an item also gave a participation response mean of (M) of 3.76 and 4th on the rankings as well as a standard deviation (SD) of 0.81. The average

difference is three. Another item which is, “I am able to successfully communicate with the members of my team.” The participation response gave a mean (M) of 3.93 which is 3rd on the list and a standard deviation (SD) of 0.70. The average difference is two, while the item on ‘grapevine (unofficial channels of communication) is active in the Service’ gave a mean (M) of 4.12 and a standard deviation (SD) of 0.82. The average difference is two. Finally, the measure, “I receive more information through informal channels than formal channels of communication.” The participation response gave a mean (M) of 4.08 and a standard deviation (SD) of 0.87. The average difference is two.

The highest value mean 4.12 indicates that the grapevine (informal communication channel) is prevalent in the Services and personnel receive more information through informal channels than formal channels with a mean of 4.08. On the other hand, respondents gave the lowest mean of 3.65 output on the measure, “My supervisor is always available to provide the needed information.”

Based on the analysis on role ambiguity and lack of information, the approximate mean value of 5 means that internal communication in the service is one way on both senior and junior levels. The majority of respondents also indicated that they do not get enough communication support from their supervisors which again speaks to the point that communication flow in the Law Enforcement Service is indeed one-way and does not give avenues for feedback. This resulted in the high mean values of 4.08 and 4.12 on the mean values which resulted in the flourishing of the grapevine because personnel resort to informal channels for information and other communication needs which eventually increases the amount of information received from informal channels as revealed by the data gathered.

4.4. Internal communication channel(s) that exist and are preferred within the Organization.

This section addresses the Communication channels used and preferred by the personnel of the Services. Table 6 gives the outcomes in frequencies and Figure 1 shows the proportions. 50% of respondents specified Traditional channels (Signals, memos, parade briefings, welfare meetings) as the internal communication channels used in the services. 43% of respondents indicated New Media (WhatsApp, and other social media channels) as the internal communication channels used in the services whereas, seven percent of respondents specified Traditional and New media (All of the options) as the internal communication channels used in the services.

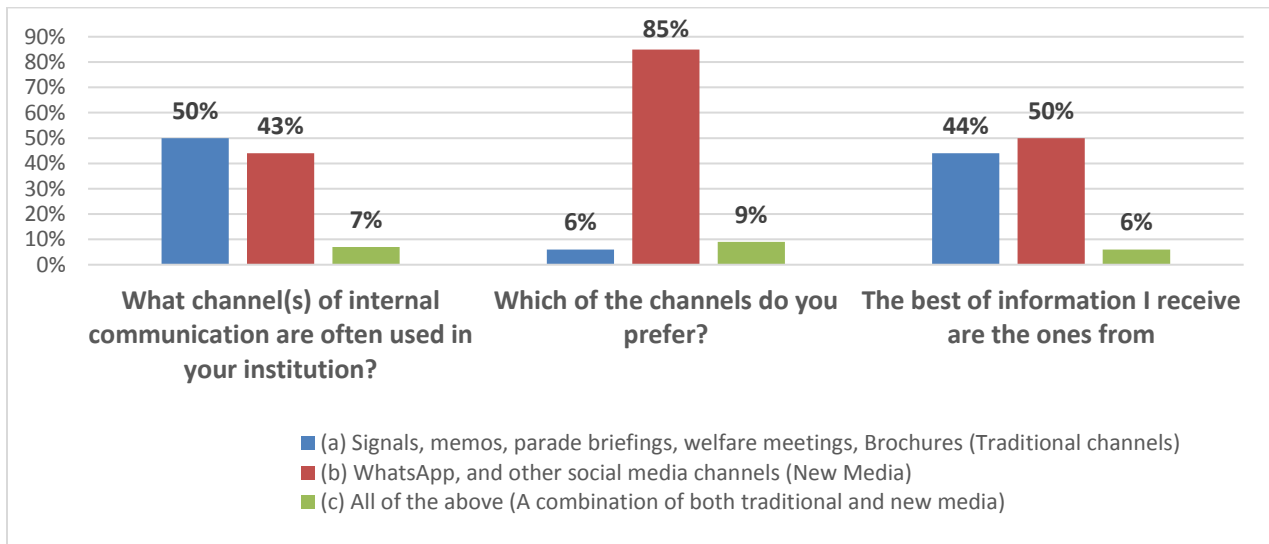
The majority, (85%) of respondents chose New Media when asked about the preferred channels of communication in the service. The remaining six percent and nine percent of respondents settled on Traditional and both options respectively. 44% of respondents specified the best of information received has been by Traditional channels, 50% of respondents indicated New Media as the channel the best of information have been received from, although, six percent of respondents indicated both Traditional and New media as the channel which the best of information have been received from.

Table 7: Communication channels used and preferred by the personnel

Response Questions	(a) Signals, memos, parade briefings, welfare meetings, Brochures (Traditional channels)	(b) WhatsApp, and other social media channels (New Media)	(c) All of the above (A combination of both traditional and new media)
What channel(s) of internal communication are often used in your institution?	149	131	20
Which of the channels do you prefer?	18	254	28
The best of information I receive are the ones from	131	150	19

Source: Survey Data (2021)

Figure 1: Communication channels used and preferred by the personnel



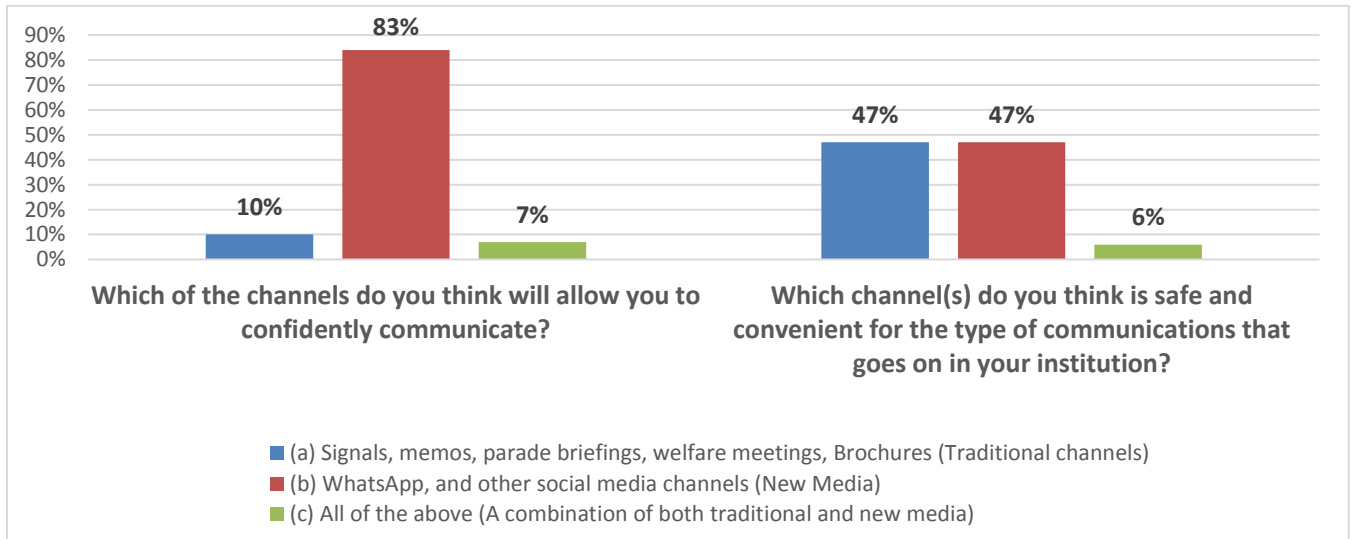
Source: Survey Data (2021)

Table 8: Communication channels used and preferred by the personnel (Continued)

Response options Questions	(a) Signals, memos, parade briefings, welfare meetings, Brochures (Traditional channels)	(b) WhatsApp, and other social media channels (New Media)	(c) All of the above (A combination of both traditional and new media)
Which of the channels do you think will allow you to confidently communicate?	29	251	20
Which channel(s) do you think is safe and convenient for the type of communications that goes on in your institution?	142	141	17

Source: Survey Data (2021)

Figure 2: Communication channels used and preferred by the personnel (Continued)



Source: Survey Data (2021)

4.5. Is internal communication in the service clear and accessible?

This section assesses role ambiguity and the lack of information in the services using responses received from the survey instrument to determine if internal communication in the services was two-way or one-way. This was based on a 5-point Likert-type scale, with responses ranging from "Strongly disagree (1)" to "Strongly agree (5)."

The section first looked at the communication flow between junior and senior ranks on one hand and also looked at the overall symmetrical internal communication in the services by comparing the mean values obtained during the analysis. The split was necessary because the flow of communication in an organisation is looked at from top-down and bottom-up and for the purposes of correlation to ascertain the mode of communication in the services between seniors and junior ranks. This is also because communication between personnel of the same ranks does not make a major impression on the internal communication practices of an organisation like the communication between juniors and seniors. The survey for instance as indicated in Q18 and Q21 sought to find out perception on feedback on contribution and information on work protocols respectively which definitely will have to flow from the top to the bottom of the services. This was to better understand the mode (clarity and nature) of the entire internal communication process in the services first between ranks and secondly across the ranks of the services.

The following variables were used in the assessment; “Personnel of my institution are not aware of legal regulations that affect the organization’s operations.” (Q18), “Personnel of my institution do not receive information on how much they contribute to the success of the Service.” (Q19), “Personnel of my institution are not well informed of the consequences of poor performance.” (Q20), “Personnel of my institution do not receive feedback on how well they do their job.” (Q21), “In this institution work protocols are not clearly defined.” (Q22) and “Personnel in this organization do not receive information on completing work on time.” (Q23).

Table 9. Senior Officers Response

SENIOR OFFICERS (S)	Mean	SD	Rank
Q18	3.25	1.28	4 th
Q19	3.38	1.19	3 rd
Q20	2.88	1.25	6 th
Q21	3.50	1.2	1 st
Q22	3.49	1.31	2 nd
Q23	3.13	1.13	5 th

Source: Field Survey (2021)

Table 10: Junior Officers Response

JUNIOR OFFICERS (J)	Mean	SD	Rank
Q18	3.55	0.9	5 th
Q19	3.74	0.95	3 rd
Q20	3.49	0.93	6 th
Q21	3.84	0.91	1 st
Q22	3.59	0.99	4 th
Q23	3.77	0.96	2 nd

Source: Field Survey (2021)

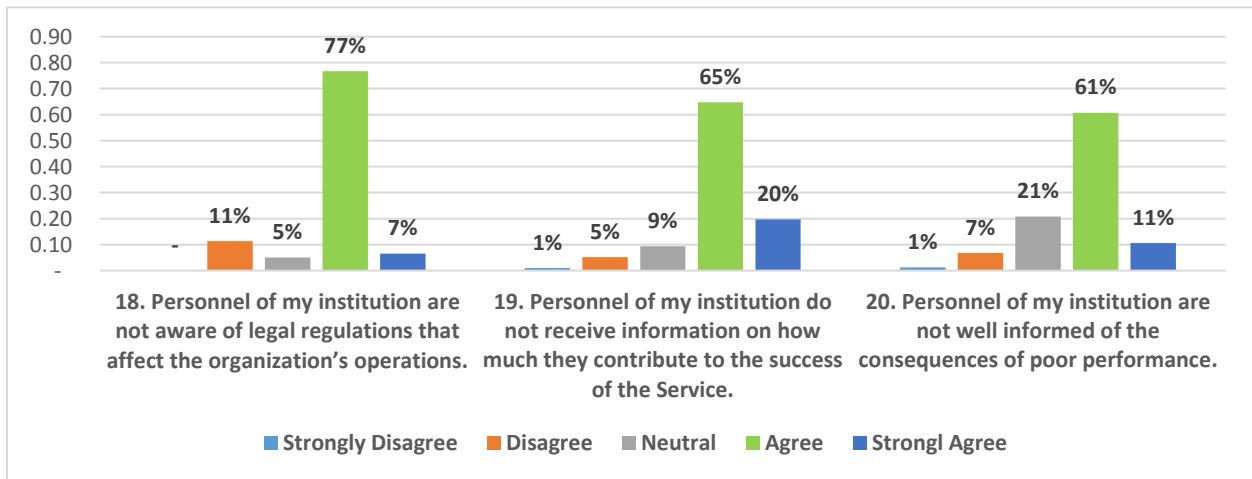
In Assessing Role Ambiguity in the organization (Lack of information and expectations of an organizational position), the variable measures together with their means (M) and standard deviations (SD) for Senior Officer (S) and Junior Officer (J) as shown in Tables 8 and 9 above were as follows; “Personnel of my institution are not aware of legal regulations that affect the organization’s operations”(S: $M=3.25$, $SD=1.28$; J: $M=3.55$, $SD=0.9$), “Personnel of my institution do not receive information on how much they contribute to the success of the Service”(S: $M=3.38$, $SD=1.19$; J: $M=3.74$, $SD=0.95$), “Personnel of my institution are not well informed of the consequences of poor performance” (S: $M=2.88$, $SD=1.25$; J: $M=3.49$, $SD=0.93$), “Personnel of my institution do not receive feedback on how well they do their job” (S: $M=3.50$ $SD=1.20$; J: $M=3.84$, $SD=0.91$), “In this institution work protocols are not clearly defined”(S: $M=3.50$, $SD=1.31$; J: $M=3.59$, $SD=0.99$), and lastly “Personnel in this organization do not receive information on completing work on time.” (S: $M=3.13$, $SD=1.13$; J: $M=3.77$, $SD=0.96$).

Both Senior Officers and Junior Officers had the highest mean values of 3.50 and 3.84 respectively for the variable; “Personnel of my institution do not receive feedback on how well they do their job.” The Second highest value mean 3.49 for Senior Officers, indicate that “In this institution, work protocols are not clearly defined.” Nevertheless, the Second highest value mean

3.77 for Junior Officers, indicate that “Personnel in this organization do not receive information on completing work on time.” Moreover, both Senior Officers and Junior Officers had the lowest mean values of 2.88 and 3.49 respectively for the variable; “Personnel of my institution are not well informed of the consequences of poor performance.”

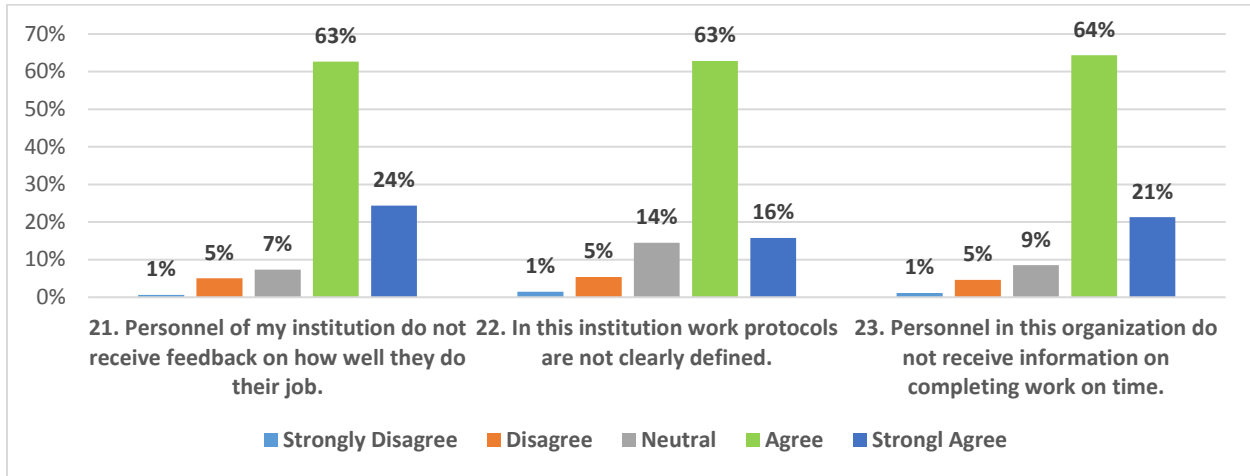
Looking at the mean values, they were all close to 4.0 which means that majority of the respondents agreed to the statements in the items of ambiguity in the services as indicated in figures 3 and 4.

Figure 3: Assessing Role ambiguity in the organization.



Source: Field Survey (2021)

Figure 4: Assessing Role ambiguity in the organization (Cont'd)



Source: Field Survey (2021)

4.5.1. Test of Hypothesis

The Hypothesis states that “Internal communication in the services is not clear and accessible” This assertion was tested between Senior officers and Junior officers with respect to the variables Q18, Q19, Q20, Q21, Q22, and Q23. The Pearson correlation and the regression analysis were utilized to test this hypothesis at a significance level $\alpha = 0.05$. Using the Microsoft Excel Application, the following results were obtained as shown in Table 10 and Table 11 below. The correlation between both officers was $R = 0.52$ which shows the strength of the relationship is moderate. $R^2 = 0.28$, meaning 28% of the variance is explained by the correlation, whereas 72% of the differences in the variance cannot be predicted by the correlation (Pamela P, 2014). Thus, Senior Officers impact Junior Officers at a variability level of 28% which is very low (DePaul C, 2016).

Table 11: Regression Statistics

R	R Square	Adjusted R Square	Standard Error
0.52	0.28	0.09	1.85

Source: Researcher data analysis (2021)

Table 12: ANOVA

	<i>df</i>	<i>Sum off Squares</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig. F</i>
Regression	1	5.189	5.189	1.5212	0.2849
Residual	4	13.644	3.411		
Total	5	18.833			

Source: Researcher data analysis (2021)

From Table 11 above, the Regression statistic $F = 1.5212$ and Significance $F = 0.284 > 0.05 = \alpha$. With this outcome stated, the hypothesis is accepted as true (McLeod S, 2019). Therefore, there is enough evidence to conclude that “Internal communication in the services is not clear and information is also not easily accessible.

4.5.2. Chapter summary

The chapter provided analysis and findings of the survey results on the topic: ‘Developing an Effective Communication Framework for Ghana’s Law Enforcement Services.’ It also included an analysis and interpretation of the data gathered on the field. The data analytic tools that were used for the analysis were also stated. The total number of respondents, as well as the total used for the analysis, were also clearly indicated.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.0. Introduction

This study focused on the internal communication practices of Ghana's Law Enforcement Services. Using the Ghana Police Service (GPS) and the Ghana National Fire Service (GNFS) as a case study, the study explored the internal communication practices in the security Services and ascertained perceptions of the personnel about the internal communication, how they want to be communicated to, and how best they think it could be done.

The findings have led to unraveling the effectiveness of the internal communication system, how it influences the perception of personnel and will give people in authority an understanding of how the internal communication practices further influence the attitudes and the general performance of the personnel.

Over the years, past researchers have been interested in the general practice of Public Relations in the Law Enforcement Services leaving little or no attention to its internal communication practices. The internal communication practices affect how its personnel behaves which also goes a long way to influence the perception held by the public about the Service. This is despite the fact that effective internal communication is critical for a successful organization, it affects the ability of strategic managers to engage employees and achieve objectives. Likewise, when the same internal communication is apt, it ensures employee commitment to achieving ground-breaking business results by helping improve collaboration, productivity, and performance (Welch and Jackson, 2007). Effective communication within an organization has many benefits such as providing a high quality of service, increased productivity, increased

creativity, enhanced employee participation, a decreased rate of employee turnover, and increased employee job satisfaction (Gardi, 2021 and Ali, 2021).

A sample size of three hundred (300) respondents was considered for the study which included 150 respondents each from the population of Ghana Police Service and the Ghana National Fire Service in the Greater Accra Region of Ghana. The survey obtained responses from 300 personnel. Accordingly, 150 respondents each from the Ghana Police Service and the Ghana National Fire Service. All of the questionnaires were completed and submitted by the respondents, resulting in a 100% response rate.

5.1. Summary of Findings

The study revealed that on both personal and organisational levels, personnel hold a negative perception and are least satisfied with the internal communication practices in the institutions they belong to and receive little or no information on their job. This resulted in the low mean values of approximately 3 on the perception of internal communications on both personal and organizational levels.

On communication support with supervisors based on upward and downward communication, a slightly higher mean of 3.3 was obtained which still points to the fact that there is little or no communication flow between supervisors and personnel. This is notwithstanding the fact that supervisors are aware of the communication needs of their subordinates.

Consequently, the highest value mean of 4.12 indicates that the grapevine (informal communication routes) is prevalent in the Services. When the grapevine becomes active, it gives room for information to flow through informal channels which are confirmed by the results indicating that personnel are receiving more information through informal channels than formal

channels achieving an approximate mean of 5. This further confirms the statement by Arora and Pant, 2014 that information through the grapevine usually travels faster than formal channels.

Again, the study revealed that personnel of the Law Enforcement Services prefer the use of New media to traditional channels as 50% of respondents specified Traditional channels (Signals, memos, parade briefings, welfare meetings) as the internal communication channels used in the services. 43% of respondents indicated New Media (WhatsApp, and other social media channels) as the internal communication channels used in the services whereas, seven percent of respondents specified Traditional and New media (All of the options) as the internal communication channels used in the services. A sizable 85% of respondents indicated New Media as their preferred channel of communication in the service. The remaining six percent and nine percent of respondents settled on Traditional and both options respectively.

Also, while 44% of respondents specified the best of information received has been by Traditional channels, 50% of respondents indicated New Media as the channel the best of information have been received from, although six percent of respondents indicated both Traditional and New media as the channel which the best of information have been received from.

The study also revealed Internal communication in the services is not clear and information is also not easily accessible. This is evident on both junior and senior rank levels of the services. While junior ranks are unaware of vital and basic information about the services such as feedback and work performance, the senior ranks who are also aware of this communication gap are not doing enough to fill the gap. This further feeds the grapevine with information which increases the rate of unofficial flow of communication in the services. The effects of this are that when organisation encounters poor employees' attitudes and performance because of poor and

ineffective communication, it starts to experience the accompanying issues: The rate at which individual employee innovates on work diminishes; employee becomes disappointed with work; enthusiastic difficulties of workers build; decrease in workers' contribution; absence of change in deals of the organizational; poor or no benefit and this prompts absence of advancement and notoriety of the organization (Guzman et al. 2020).

Furthermore, an effective internal communication increases trust in organizations, this is often associated with business success. Thomas and Callan (2009), addressed that communication plays an important role in the development of trust within an organization. They found that in the relationships with co-workers and supervisors, it is quality, not quantity, of information that best predicts trust. Surprisingly, in contrast, in the relationship with top management, it is the quantity that is significant, rather than the quality of information.

However, the findings from this study shows that communication in the security service is one way, personnel do not receive enough information needed, there is not enough communication between personal and supervisors, and communication in the services is still predominantly done with old or traditional media channels.

The above was confirmed by the findings from the study which all point to the fact that personnel of the security services do not feel any attachments to their organisations based on their perception of internal communication. The mean values of majority with a smaller mean value of 3 from the majority of the items measuring the clarity of internal communication and the upward and downward flow of communication reveal that personnel do not feel any emotional or personal attachments to the institutions. When that happens, personnel do not give out their best performance and they see themselves as aliens to the goals of the institution they serve in. This will lead to a lack of commitment from personnel (Seven, H., 2012).

Surprisingly, on the availability of information; clarity, and ambiguity, the test on both junior and seniors showed that there is no clarity and communication is not forthcoming on vital information like performance and vital procedures as shown by the analysis.

The Pearson correlation and the regression analysis were utilized to test this hypothesis at a significance level $\alpha = 0.05$. The correlation between both officers was $R = 0.52$ which shows the strength of the relationship is moderate. $R^2 = 0.28$, meaning 28% of the variance is explained by the correlation, whereas 72% of the differences in the variance cannot be predicted by the correlation (Pamela P, 2014). Thus, Senior Officers impact Junior Officers at a variability level of 28% which is very low (DePaul C, 2016).

This shows that there is no clarity of communication between junior and senior ranks and there is also no such clarity across the ranks of the services. The Regression statistic $F = 1.5212$ and Significance $F = 0.284 > 0.05 = \alpha$. With this outcome stated, the hypothesis is accepted as true (McLeod S, 2019). Therefore, there is enough evidence to conclude that in the security services, roles are ambiguous, and a lack of information and expectations of an organizational position

The study also shows that despite the growth in technology which has resulted in the adaptation of new mediums for internal communication by organisations, internal communication in the services are still predominantly done with old mediums of communication (Signals, memos, parade briefings, welfare meetings) as just 43% of respondents indicated new media (WhatsApp, and other social media channels) as the channel that is mostly used to communicate in the service while a significant number of 149 of the respondents representing an approximate percentage of 50% indicated that the channel that is mostly used to communicate in the service if the traditional channels with seven percent saying they receive communication from both old and new media channels.

Ineffective internal communication and the negative perception of personnel of the security services as revealed by this study leads to poor employees' attitudes and performance. When that happens, it leads to accompanying issues of a diminish in employee innovation, disappointment, decrease in workers contribution; absence of change in deals of the organizational; poor or no benefit and this prompts absence of advancement and notoriety of the organisation. This confirms the findings by Guzman and Lewis (2020).

The lack of communication between supervisors and their subordinates will lead to low production, lack of trust within the services personal feelings, and perceptions held by subordinates. This supports the findings by Porumbescu, Park, and Oomsels, (2013). Another worrying issue is the "Us versus Them" mentality between junior and senior ranks of the services which lead to a lack of communication flow as discovered by this study leads to disturbing attitudes such as anger and bad treatment of the citizenry by the personnel. This supports the findings by Trautman (2003).

Therefore, the services must continuously include their core mandates and tenets in their internal communications. When that happens, the personnel will feel they are an important part of the institutions they serve. The services can then further include various social media channels in their internal communication by moving a bit from the rudimental mode of communication as the personnel are the core stakeholders of the services on whom its successes or otherwise depend.

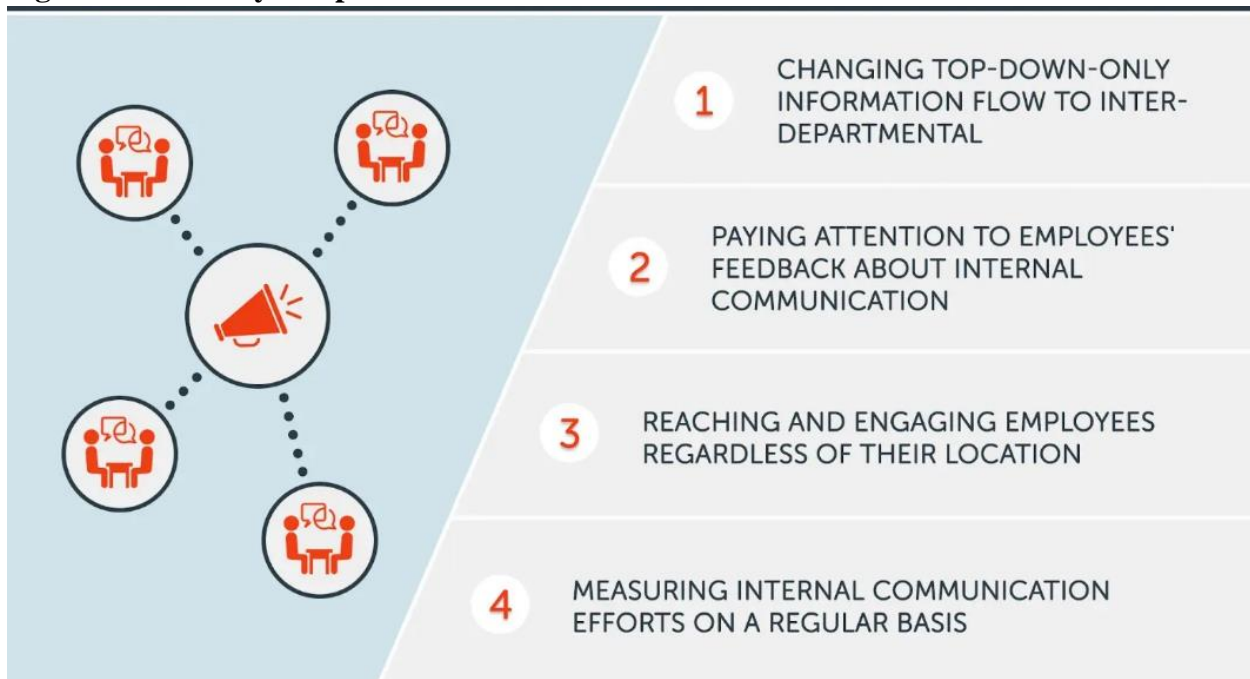
5.2. Proposed Internal communication framework

The framework is based on the fact that for internal communication to be successful and eventually bring a successful organization, all the internal communication efforts must be employee-centered and include employees in every internal communication effort.

The figure below outlines the basic components of the internal communication framework which was verified and modified according to the findings of the study. The findings of the study were interjected at the various level of the framework to make it complete. The framework is relevant because the findings based on which it was developed can be linked to job practice and achieve the required results.

The framework has 4 key components which were put around the findings of the study as indicated in the figure below.

Figure 5: Four Key components of internal communication



Source: (Smarp, 2017).

The framework among other things outlines that for internal communication to be effective, the existing one-way communication should be replaced with inter-departmental communication, the lack of openness should also be avoided through employee feedback, the existing grapevine must be reduced by reaching and engaging employees while the increase in informal communication will be replaced by employing employee-friendly communication channels. The negative perception which is held can be checked by regularly measuring internal communication efforts.

5.2.1 Inter-departmental communication

As revealed by the study, internal communication in the Law Enforcement Services is not two-way. Therefore, the framework recommends that internal communication should be inter-departmental. This means that instead of always flowing communication from the top; Director-General/Heads of institutions, information should be shared among the various departments that exist within the services.

A good leader is able to handle inter-departmental communication well and also treats employee suggestions, complaints, and disputes personally. Interdepartmental communication brings the various departments together such that all are given the same attention and needed support. This goes a long way to enhance employees' satisfaction and overall performance. Inter-departmental communication also promotes the sharing of ideas and issues existing in various units and departments such that assistance can be shared across in order not to sideline some departments which will also reduce employee morale.

Since the motivation is to avoid one-way communication, interdepartmental communication is suitable because departmental performance, general reports, and, meeting summaries informs employees of what is required of them and also take suggestions from them. When this is shared among departments which will eventually get to the people in authority, the suggestions and

employee needs that could not have had the opportunity to be shared by the personnel will easily get to those in authority. The highlighted performance reports and needs will then receive the needed attention and a department that would have otherwise been sidelined will be given attention. Inter-departmental communication will also benefit other departments since internal skills may be identified through the sharing of departmental reports and appraisals with other departments. This will help other departments and also prevent the cost of skills that would have been outsourced.

5.2.2. Employee feedback

The study also discovered that internal communication is not open and does not give room for employee feedback. This was manifested in the findings on perception and connection where the majority of the respondents indicated that they do not feel valued in the Law Enforcement Services. This is as a result of the absence of openness in communication and the lack of room for employee feedback to make things better.

Therefore, the proposed framework also states that internal communication must be open and ready to adopt employee feedback in its activities. The lack of feedback from employees results in a negative perception about internal communication and institutions in general which affects employee commitment and the overall performance.

5.2.3. Reaching and engaging employees

The existence of the grapevine in organisations gives rise to rumors and the growth of informal communication. This further breeds employee anxiety on key issues which affect their attitudes and distracts their concentration on the job. It is therefore important for institutions to make efforts to reduce the grapevine to the barest minimum if not completely eradicate it. The findings from the study revealed that the grapevine is thriving in the Law Enforcement Services which

can be attributed to the lack of employee engagement. Therefore, the proposed framework identifies reaching and engagement of employees at all levels as a means to reduce the growth of the grapevine.

When employees are engaged regularly, they will be able to receive credible information on time and would also have the opportunity to clarify speculations and rumors. Where there is no such opportunity, the grapevine will continue to flourish and widen the flow of communication through informal channels. To make this a success, the Law Enforcement Services must roll out internal communication channels that promotes employee engagement. As revealed in the findings of the study, the majority of the respondents indicated that New Media (WhatsApp, and other social media channels) will allow them to communicate confidently. Therefore, in an attempt to engage employees and reduce the grapevine, it is appropriate and best to use the identified channels to reach and engage employees at all levels in order to reduce the grapevine. This will also eventually promote employee satisfaction and commitment which will as well increase employee and institutional performance.

5.2.4. Measuring internal communication efforts regularly

It is not all done for organisations to implement an internal communication framework. It is also required of organisations to regularly measure their internal communication efforts and make amends where necessary. The study revealed that employees of the Law Enforcement Services do not receive enough communication on key job issues as well as issues with punishments, recommendations, and operational legalities. They also indicated the dominance of old media in internal communication which does not allow feedback. All these show that there is little energy given to the effectiveness of internal communication by measuring its impacts.

Therefore, the framework recommends that institutions frequently measure their internal communication efforts. This could be done through informal research and employee attitudes since the ineffectiveness of internal communication leads to a lack of commitment and low performance from employees. The measure will help identify the aspects of the internal communication system which is not yielding results or are outmoded and also provide an opportunity for the institutions to take steps to correct the identified issues.

5.3. Conclusion

An effective internal communication system is required for successful organizations since it affects the ability of strategic managers to engage employees and achieve objectives (Welch and Jackson, 2007). Internal communication among other things helps to interpret and communicate the corporate strategy and goals of company operations together with the management of the company. Internal communication also strengthens the flow of communication and sets a common organizational goal which gives the organization a competitive advantage. Organisations that make good use of internal communication to understand their employees are able to get the best out of them by enhancing a smooth two-way communication that promotes organisational effectiveness (Welch, 2012 and Okoye, 2004).

The dissatisfaction, lack of commitments, and negative attitudes of employees towards work can be attributed to the absence of mutual understanding between employees and their management due to the absence of an effective internal communication framework. Internal communication is very important for the growth of every organization including Law Enforcement Services (Seven, H., 2012).

Therefore, there is the need for a comprehensive study of internal communication and that is the focus of this study. This study analysed the internal communication practices of the Law

Enforcement Services which has been ignored or not studied in whole and provides an analysis of the internal communication practices of the Law Enforcement Services by giving details of perception of personnel, the nature of communication that exists in the Services, as well as the existing and preferred channels of communication. The findings and the proposed framework provide policymakers with what is required to promote employee satisfaction, commitment, and overall performance to enhance organizational growth. Since the sector under study is very crucial to peace and societal wellbeing, the implementation of the findings will ensure effectiveness in the sector while society will have a larger benefit of peace and stability which will give room for economic growth and social wellbeing. The findings of the study, aside contributing to existing knowledge, will serve as a basis and reference for future studies.

The study discovered that internal communication within the Law Enforcement Services is still one-way and personnel have a negative perception about the communication practices as there is no feedback on key issues relating to the job as well as the lack of supervisor guidance and support. All these results in a reduction in employee morale and the overall organizational performance which affects organizational image as well as public perception. It is therefore important for institutions to adapt and make good use of effective internal communication for employee satisfaction, commitment, increase public trust, and enhance organizational growth.

5.4. Limitations to the study

In the course of conducting the study, the main obstacle was getting access to all the GPS and GNFS personnel needed for the study. As anticipated, getting a police officer or Fire Service personnel to respond to the questionnaire was not an easy task. There were disappointments in the case of administering questionnaires. This, increased the data collection period but did not affect the general timetable of the study as the researcher anticipated it and had made provisions for such.

Also, considering the fact that the institutions are security agencies, most of the activities are veiled with secrecy so information is always classified, and therefore some of the participants were careful in order not to disclose confidential information. This, also implies that they likely revealed some vital information but retained some.

Another limitation was the non-available of enough literature on internal communication of the Law Enforcement Services in Ghana. However, the researcher managed to collect and assess a good number of such works outside Ghana for perusal which enriched the study.

Finally, the research did not cover all the security agencies. However, the GPS and GNFS being the two largest in the sector is a good representation of the sector.

5.5. Recommendations For Further Studies

On the side of future studies, the study suggests that future research broadens the scope of the current study by including respondents from other regions and also increase the number of institutions that make up the population of the study. This is expected to provide a broader view of the internal communication practices in the Law Enforcement Services across the regions.

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APPENDIX A: RESPONDENT QUESTIONNAIRE

Ghana Institute of Journalism (GIJ)
School of Graduate Studies and Research,
Master of Arts in Public Relations.

My name is Yussif Braimah. I am a student of the above-named institution. This questionnaire is designed to elicit information for academic purposes. The topic of this study is “**Developing an effective Internal Communication Framework for Ghana’s Law Enforcement Services**”.

The main objective of this study is to assess the internal communication practices of Ghana’s Law Enforcement Services and how it is perceived by the personnel and also have a clear understanding of what it is in theory as compared to practice.

Your co-operation and candid responses will be highly appreciated.

You are kindly requested to answer the following questions. Please tick in the box that contains your answer. Please be assured that all information provided will be treated in strict confidence.

SECTION A: Socio-demographic characteristics (Tick (√) where applicable)

1. Gender:

(a) Male (.) (b) Female (.)

2. Age:

(a) 18 - 23 years (.) (b) 24 - 29 years (.) (c) 30 - 35 years (.)

(d) 36 - 40 years (.) (e) 41 - 45 years (.) (f) 46 years and above (.)

3. Marital Status:

(a) Single (.) (b) Married (.) (c) Divorced (.) (d) others _____

4. Institution

(a) Ghana Police Service (.) (b) Ghana National Fire Service (.)

5. Rank

Kindly indicate.....

6. Educational Qualification

- (a) Senior High School (). (b) Diploma (). (c) Degree () (d) Masters () (e) PhD ()
 (f) Others _____

7. Working Experience:

- (a) Less than a year (). (b) 1-5 years (). (c) 5-10 years ()
 (d) 11 years and above (). (e) Others _____

INSTRUCTION: Please choose the options that best apply to your candid opinion using the response format as follows: **Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) Strongly Disagree (SD).**

SECTION B: This block of statements evaluates the perception of personnel on internal communication analyzing communication on an organizational and personal level. Please choose the option from the scale below that indicates the level of satisfaction you feel for the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
8. Communication within the Service makes me feel I am an important part of the organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Communication within the Service helps me to identify with the Service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Communication within the Service promotes organisational goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I receive in time the information needed to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Conflicts are handled appropriately through proper communication channels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION C: This section will assess communication support with supervisors by analyzing the flow of upward and downward communication. Please choose the option from the scale below that indicates the level of satisfaction you feel for the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13. My supervisor is always available to provide the needed information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. My supervisor is well informed about the problems I may encounter at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I am able to successfully communicate with the members of my team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. The grapevine (unofficial channels of communication) is active in the Service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. I receive more information through informal channels than formal channels of communication.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION D: This section will assess several aspects of role ambiguity in your organization. Role ambiguity is defined as a lack of information and expectations of an organizational position (Rizzo, House, & Lirtzman, 1970). For each statement, please choose the option from the scale below that indicates the extent to which you agree with each statement.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
18. Personnel of my institution are not aware of legal regulations that affect the institution's operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Personnel of my institution do not receive information on how much they contribute to the success of the Service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Personnel of my institution are not well informed of the consequences of poor performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Personnel of my institution do not receive feedback on how well they do their job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. In this institution work protocols are not clearly defined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Personnel of this institution do not receive information on completing work on time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION E: Kindly provide your responses for the following questions regarding the following statements in respect to “What internal channels of communication exist and are preferred in your institution”

NOTE: Kindly use the channels below to answer questions 24-28 by selecting between a, b, or c based on your response to the question.

(a) Signals, memos, parade briefings, welfare meetings, Brochures (Traditional channels)

(b) WhatsApp, and other social media channels (New Media)

(c) All of the above (A mixture of both traditional and new media)

	(a) Signals, memos, parade briefings, welfare meetings, Brochures (Traditional channels)	(b) WhatsApp, and other social media channels (New Media)	(c) All of the above (A combination of both traditional and new media)
24. What channel(s) of internal communication are often used in your institution?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Which of the channels do you prefer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. The best of information I receive are the ones from	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Which of the channels do you think will allow you to confidently communicate?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Which channel(s) do you think is safe and convenient for the type of communications that goes on in your institution?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for your cooperation in completing this questionnaire.

