

**SCHOOL OF GRADUATE STUDIES AND RESEARCH, GHANA INSTITUTE OF
JOURNALISM**

**EXPLORING INTERNAL COMMUNICATION STRATEGY OF GHANA POLICE
SERVICE FOR EFFECTIVE INTERNAL COMMUNICATION: A STUDY OF
THE AIRPORT POLICE DIVISION OF GHANA POLICE SERVICE**

BY

KINGSLEY ABOAGYE

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
AND RESEARCH, GHANA INSTITUTE OF JOURNALISM, IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF ARTS (M.A.) DEGREE IN DEVELOPMENT
COMMUNICATION**

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CANDIDATE'S DECLARATION

I declare that, except for the acknowledged references, I have personally undertaken this study at the Ghana Institute of Journalism, Accra. I therefore, take responsibility for all errors and short comings in this work. This Long Essay was produced under the supervision of Dr. Collins Adu-Bempah Brobbey of the School of Graduate Studies and Research, Ghana Institute of Journalism.

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September 28, 2020

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SUPERVISOR'S CERTIFICATION

I hereby certify that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by Ghana Institute of Journalism.



September 28,2020

Dr. Collins Adu -Bempah Brobbey

Date

(Supervisor)

DEDICATION

This Long Essay is dedicated to my dear wife Martha and my lovely children, Safoa, Kwame and Martin.

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I thank the Almighty God for the special favor he showered upon me from the start to the completion of this MA program. I wish to express my sincere thanks to my supervisor Dr. Collins Adu-Bempah Brobbey, Acting Dean, School of Graduate Studies and Research, Ghana Institute of Journalism, Visiting Assistant Professor, United Nations University for Peace, Addis Ababa, Ethiopia, and a Senior lecturer at the Ghana Institute of Journalism and an Adjunct lecturer at the Institute of African Studies, University of Ghana Legon who painstakingly supervised my project work. God richly bless you for taking time off your busy schedules to assess and attempt at addressing any shortcomings in order for my dissertation to become exceptional. His constructive criticisms and input and selfless attention went a long way to shape this work.

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ABSTRACT

This study argues the choice of the right communication strategy is very essential for organizations in today's business world. Evidence shows that in recent times, all organizations, both public and private are facing operational changes, therefore internal communication is deemed important to meet the demands of reforms. Internal communication therefore should focus on information and knowledge sharing activities within the organization. This study maintains, that it is the responsibility of leaders to ensure that information and knowledge get distributed to all employees within the organization. To achieve this objective, an empirical study is inevitable and hence this study is desirable. Using both primary and secondary data, coupled with qualitative and quantitative methods, this study explores the communication strategy deployed by Ghana Police Service, Airport Division. In ensuring effective operation. Findings revealed that it is essential to define internal communication as both 'formal and informal communication taking place internally at all levels in the organization. It concludes that organizations are paying more attention to internal communication as an important tool to be deployed for business success and that this study's conclusion corroborated several scholars' assertion that the rate of growth has been between 25-30 percent for every five years which undeniably holds true even today. It therefore recommends that since this growth has been aided by increased globalization, free exchange of information and the use of the internet to aide individuals' daily chores both at work and at home, police administration should resort to changing what used to be the status quo in conduct of the affairs of the services as well as every sphere of life.

Keywords: Right choice of Communication Strategy; Today's Business world; internal communication; Airport Divisional Police Service; Effective operations. Organizations

CHAPTER 1

GENERAL OVERVIEW AND BACKGROUND TO THE STUDY

1.0. Introduction

The traditional police organization is a product of its historical military roots and of organizational structuring and organization theories that are more recent. In response to the persistent problems of coordination and control associated with police work, the police as we know it today became a centralized, specialized and formalized organization, emphasizing stability and operational stability (Hargie et al., 2002; Hayes, 2007).

Meanwhile, the adoption of the hierarchical and stratified system of authority and power from the military-bureaucratic model encouraged a traditional approach to the organization and management of police operations. Suspicious of change and protective of its autonomy, many police organizations across the world remain organized in a traditional bureaucratic manner, unchanged by either advance in organizational theory or a changing crime ecology (Hargie et al., 2002; Hayes, 2007).

And hence Hargie et al., (2002) and Hayes (2007) argue that the resulting combination of military and bureaucratic organizational principles created the basic model of conventional police organization with the following organizational characteristics:

1. Rank-based authority structure: authority resides solely in the rank assigned i.e. position power.
2. Highly centralized administration and authority structure: all important decisions are made at the top.

3. Command and Control management philosophy: reliance on rank-based authority, use of formal orders, reward rule following, punishment rule violation.
4. Hierarchical decision-making structure that controls and directs police operations from top, pyramid-shaped organizational structure; top-down management.
5. Formalized: heavy reliance on formal, written communication; rules, procedures, policies etc.'
6. Specialization of many police administrative and operational functions.
7. Emphasis on technology and techniques generally rigid and inflexible organizational structure; resistant to change and finally,
8. Insulated and closed: resistant to outside political or community influence (Hargie et al., 2002; Hayes, 2007).

It is important to note that the Ghana Police Service predates Ghana's independence; however, it received its legal backing through the Police Service Act, 1970 (Act 350). Chapter seven of the Constitution of 1992 continued to reinforce its presence. Meanwhile, the mandate of the Ghana Police Service is to protect and preserve internal security of the country through law enforcement.

1.1. Statement of Problem

This study argues that the choice of the right communication strategy is very essential for organizations in today's business world. Evidence shows that in recent times, all organizations, both public and private are facing operational changes, therefore internal communication is deemed important to meet the demands of reforms. Internal communication therefore focuses on information and knowledge sharing activities within the organization. This study maintains, that it is the responsibility of leaders to ensure that

information and knowledge get distributed to all employees within the organization. To achieve this objective, an empirical study is inevitable and hence this study is desirable.

Accordingly, the Police Service through its transformation agenda aims at repositioning itself to achieving the following goals:

1. Protection of life and property.
2. Investigations, apprehensions and prosecutions.
3. Human resource capacity building.
4. Deepen governance culture of the service and finally,
5. Promotion of accountability in the service (Hargie et al., 2002; Hayes, 2007).

It worth mentioning that effective communication is important for organizations to succeed with their businesses and the Ghana Police Service is no exception. For organizations to devote resources to communication, the management first needs to know the health and function of the existing structure. This maintains that there has been inadequate empirical study on the communication strategy needed to be designed, implemented and evaluated constantly by the Ghana Police Service organizations to be effective as possible. The position of this study corroborated Hargie et al (2002) and Hayes' (2007) argument that managers need to have a clear idea about the communication objectives in order to see what is being achieved. Communication is about removing uncertainty when changes in an organization occur. This therefore has given impetus to conduct empirical study to address the knowledge gaps in the literatures on the right choice of communication strategy in the Police Service globally of which Ghana is no exception.

1.2. Research Questions

The frequently asked questions about the effective communication strategy and the need to design and maintain the right choice of communication strategy in today's changing world are as follows.

1. Does the Ghana Police Service have internal communication strategy? If it has, how well is the Police Administration managing it?
2. What channels does the Ghana Police Service utilize for its internal communication? and
3. How does Ghana Police Service measure the effectiveness of its internal communication?

1.3. Research Objectives

The general objective is to explore the extent to which the Airport Police Division makes good use of its internal communication system(s). However, specifically it sought to:

1. Ascertain and examine the internal communication processes and strategy of the Ghana Airport Police Service.
2. Identify and discuss the channels used by the Ghana Airport Police Service in the communication process
3. Ascertain and analyze the effectiveness of the mechanism for measuring the internal Communication Strategy of Ghana Airport Police Service.

1.4. Justification of the Study

The rationale for the study is founded on a review of the literature which revealed a distinct absence of a Ghanaian based research into internal communication in Law Enforcement. Leadership of the Ghana Police Service as the foremost law enforcement agency in the

country have a responsibility to effectively communicate information relating to enforcement of the law and police professionalism to all officers. Effective communication means all officers will receive enough, accurate information, understand it and also have the opportunity to send feedback if need be. This is expected to have a good consequential effect on implementation of the police transformation agenda which is currently being pursued by the police administration. The Ghana Police Service is expected to harness the commitment of all personnel to its transformation agenda. Hence, this study could not have come at a better time than the current state where there is a new department created in the Ghana Police Service solely dedicated to transformation. The study is important as it seeks to understand officer behavior in respect of internal communications via verbal and written instructions on the execution of daily policing duties.

The knowledge acquired from this inquiry will inform the Ghana Police Service to design a comprehensive communication strategy that will capture the needs of all personnel regardless of rank to enable officers appreciate the unique tasks of policing for efficient and effective service delivery. The study will also add to the existing literature on internal communication in police organizations. The Government and Policy makers may also use the findings from this research to formulate and develop a toolkit on internal communication for all Law Enforcement Officers in management positions to effectively communicate to concretize their mandate of maintenance of law and order in society.

1.5. Chapterization of the Study

This study is structured into five chapters. Chapter one deals with the background, statement of problem, objectives and research questions, scope of the study, significance of the study and Chapterization of the study. Chapter Two deals with introduction, theoretical

foundation, review of related and relevant literature, assumptions, conceptual definitions of terms, operational definitions of concepts and importance of the study. Chapter Three provides the methodology, methods, research design, population, sampling technique and sample frame and size, sources of data collection and data collection instruments and techniques of data analysis. Chapter Four provides the analysis and interpretation of key findings, while Chapter Five summarizes the key findings, scopes the limitations of the study, draws conclusions and makes recommendations.

CHAPTER 2

LITERATURE REVIEW

2.0. Introduction

The main focus of this study is on internal communication within the Airport Police Division of the Ghana Police Service. Additionally, of interest are the channels utilized and the means

by which it measures internal communication. This chapter presents a review of the literature in accordance with the following; the theoretical/conceptual framework, the role and function of internal communication, its management and channels. This will then provide the foundation for the discussion and analysis of the research findings in later chapters.

2.1.0. Theoretical Foundation

Theories on discourse of effective internal communication strategy abound. Therefore, to be able to elucidate the comprehensibility of the right choice of the internal communication strategy for effective communication in the Ghana Police Service, particularly, at the Airport Division, this study found it appropriate to deploy the following theory subsumed under the broad theoretical narrative or rubric of Mass Communication Theories.

2.1.1. Two Way Symmetrical Model

People establish and maintain interpersonal relationships which requires varying degrees of interaction and interdependence. Therefore, various levels of social, political and economic interaction are also needed by Rensburg & Cant, (2003). Similarly, Scholes (1997) suggests that 'understanding the needs of others and putting yourself in their shoes is the secret to contact, so that the sender and recipient are at the same wavelength.'

The purpose of the two-way symmetrical model is to gain mutual understanding and build dialogue between parties based on two-way communication with balanced effects, Woodward (2000). In this model, communicators use research and dialogue to manage conflict, improve understanding and build relationships Grunig & White (1992). As such, the most appropriate and mutually satisfying mode of communication is portrayed.

The same is true for two-way communication in an organizational context. Mersham, Rensburg, and Skinner (1995) argue that people should have equal opportunities and be valued as fellow human beings. Anyone can provide valuable input into an organization irrespective of education or context 'McGowen (2007) found that internal activism among employees can also facilitate two-way symmetrical contact between management.

In two-way symmetrical model of communication, power is spread equally between the organization and its stakeholders; communication is reciprocal; all parties are prepared to adjust their attitudes and behavior and a true dialogue subsequently emerges. Fluid feedbacks also exist up and down reporting channels, an element considered vital in any communication process.

The two-way symmetrical communication presents the benefits of building a participatory culture, that increases employee's motivation and job satisfaction. It fosters employee loyalty to and identification with the organization they work for.

2.2.0 Conceptual Framework

2.2.1 Information and Knowledge Sharing Strategies (IKSS)

Leadership play a critical role in information and knowledge sharing. Leaders within an organization are those that manage the information and knowledge and they should create easy access for employees to share the information and knowledge by setting norms and establish a working environment in teams. The purpose of setting norms and an enabling environment is to have behavior that supports knowledge sharing in order to develop creativity and innovation for the organization Carmeli et al, (2013). Sharing ideas within an organization and teams is essential for developing creativity.

Also, knowledge sharing is defined as the transaction of knowledge from a person or group to another and is referred to as source that builds creativity and innovation for teams in order to create value for an organization. Knowledge is the most important assets that organizations can possess in a competitive environment Gardner et al (2012). The importance of knowledge sharing lies between members, within, across and outside the organization in order to develop solutions and roll out new products or services into the market. In contrast, organizations that do not share knowledge will decrease the experience and expertise to the market.

Again, organizations with an open communication that give access to internal knowledge and market information have the potential to create better solutions for the market. Information includes two sources: internal and external. Internal sources include: the individuals' own knowledge and expertise. An external source includes knowledge and expertise from other employees that can be verbal or written.

Besides, Pop and Dumitrascu (2013) identify two information flow in teams, which are 'top-down' and 'down-top'. Top-down is the information given from management to the employees to let them know what to do and what is expected of them. Down-top is the opposite, information flows from the employees up to management. This communication allows leaders the opportunity to know employees are doing and thinking about their work that gives managers an overview of the operation and thereby helps them to take strategic decisions. Thus, it is the manager's responsibility to make the information flow and function properly. One important tool used in achieving this is social capital, which is that which refers to the importance of knowledge as one of the most critical resources for groups that helps improve team performance, Hettonen et al., (2013).

More so, the organization must therefore combine internal and external social capital in order to increase effectiveness and performance. The internal social capital is the internal information from the organization and the external social capital is from competitors and customers. Keeping a balance between the two ultimately impacts positively on team performance, Alejandro et al., (2012).

2.2.2 Cross-Functionality

Meanwhile, the hierarchy structure (i.e. The differences between manager level and operational level) in organizations is decreasing, as well as lead times and cost. Therefore, managers should use all the organizational resources e.g. workers to contribute ideas and expertise and to maximize productivity to save both money and time Piercy et al. (2013) According to Park et al., (2009) more and more companies are implementing the cross-functional integration approach. It is said to be an important approach for a successful teamwork Ford & Randolph (1992).

Cross-functional integration refers to the collaboration and cooperation of employees from different functional areas Parry et al.,(2010).The organizational approach is a shared work environment that involves bringing people together from two or more, usually separated organizational area to undertake a task on either a temporary basis(i.e. project team) or relatively permanent basis(i.e. matrix organization) Ford & Randolph(1992),Bruns(2013).

Moreover, in a structure of crossing departmental knowledge, every employee's ideas and skills are used. The structure gives the privilege for employees to work across the organization in different projects. This participation gives the individual more responsibility and importance in the decision-making process. This also evolves the skills and expertise of

the individual person when sharing his/her ideas, knowledge and perspective with other members of the team. Typically, individuals have one functional ability, but Park et al. (2009) indicates that multi-knowledge individuals are used in cross-functional mixtures to prevent the perception of two distinct functions misunderstanding and to improve the information flow.

Furthermore, the cross-functional structure allows human resource to be utilized in a manner that increases innovation process of complex technical problems as well knowledge expansion. This approach enables the organization to harness advanced abilities to solve complicated tasks easier, respond promptly to emerging challenges and achieve better results. This approach further results in higher employee creativity and motivation, improved employee-client relationship, enhanced teamwork performance and faster decision-making.

2.2.3 Team Performance

The dynamics of a changing work environment has led many organizations to change their traditional single based approach to a team-based approach in order to develop and maintain high performance. Gardner et al., (2012) states that, in complex organizations, individuals with expert knowledge are preferred (i.e. Individuals that possess information about the organization and its products). Performance is contingent on the utilization of all specialized knowledge for a collaborative outcome Gardner et al., (2012).

Moreover, relational resources defined as: how well members in a team know each other based on previous work executed together; plays a crucial role in developing a more accurate definition of what the team members need for information and how to proceed with the task assigned. Therefore, managers when assigning tasks must pay attention to knowledge

integration based on relational resources rather than on the knowledge capacity of a particular individual so that high performance output can be achieved.

2.3 Review of Related and Relevant Empirical Studies

As already indicated, since the literatures on the issues of internal communication strategy is copious, this review is therefore thermalized as follows:

2.3.1 Internal Communication

Research on internal communication is cross disciplinary, and the number of available definitions reflect this fact. Internal communication can be referred to as internal marketing, interpersonal communication, Quirke (2000) employee relations, communication with management, internal media, Greenbaum, Clampitt & Willihnganz (1998) cross-departmental communication, business or corporate communication Kitchen (1997), strategic communication Argenti (2007) or integral internal communications Kalla (2005).

The use of the term internal communication in practice, is dependent on the organization and the scholarly approach of study. In its simplest form internal communication is “the exchange of information and ideas within an organization” Bovee & Thill (2000) or the “formal and informal communication taking place internally at all levels of an organization” Kalla (2005). Welch and Jackson (2007) view internal communication from an approach to stakeholders and describe it as "the strategic management of stakeholder interactions and relationships at all levels within organizations."

Historically, the available budget limited internal contact and was mostly limited to management announcements and the packaging of messages Quirke (2000) to staff, with

little thought to the interpretation or comprehension of the message itself by the viewer. It has been argued by some scholars that, in the past company communication typically in the form of publications was for the announcement of promotions, marriages, new births, birthdays, and bereavements. In marked contrast, today the function of internal communication includes the transmission of organizational goals, activities, new developments, achievements and personal contributions as well as strategic visionary messages Welch & Jackson (2007).

Welch & Jackson (2007) suggests the function of internal communication has four dimensions i.e. Internal line management, internal communication between team peers, internal communication between project peers and internal corporate communication.

Dimension	Level	Direction	Participants	Content
1. Internal line management communication	Line managers/supervisors	Predominantly two-way	Line managers-employees	Employees' roles Personal impact, e.g. appraisal discussions, team briefings
2. Internal team peer communication	Team colleagues	Two-way	Employee-employee	Team information, e.g. team task discussions
3. Internal project peer communication	Project group colleagues	Two-way	Employee-employee	Project information, e.g. project issues
4. Internal corporate communication	Strategic managers/top management	Predominantly one-way	Strategic managers-all employees	Organisational/corporate issues, e.g. goals, objectives, new developments, activities and achievements

Table 1: Internal Communication Matrix Welch & Jackson (2007, p.185)

These four dimensions emphasize that the content of internal communication has moved from the traditional announcement of social events concerning employees into all areas of the organization including strategic goals and personal development. The four dimensions also emphasize, in addition to the material, the two-way relationship between workers and managers at all organizational levels and the importance of internal communication. to organization success. Thus, effective internal communication results in improved

productivity, reduced absenteeism, increased levels of innovation, higher quality of services and products and reduced costs (Argenti,2007; Clampitt & Downs,1993).

2.3.2 Internal Communication Management

Good internal communication management is one of the pivotal steps towards successful and productive communication within an organization Cees et al., (2005).

Welch & Jackson (2007) state that internal communication management includes “participation in communication, its direction and the content of communication”

However, participation and direction of communication is strongly influenced by the hierarchical structure of the organization where the “issues of status, power, rank and prerequisites often cloud the form and content of upward communication” Silburyte, (2004).

Today, organizations are adopting flatter more dynamic structures which have more inclusive participation from all levels of the organization as well as varied content including new developments, organizational achievements, appraisal discussions and employee roles as noted in the Internal Communication Matrix by Welch & Jackson. Kalla (2005) further suggests that there are four main domains of integrated internal communication: Business, management, corporate and organizational. Business communication: discusses the abilities of all workers in communication. Management communication: focuses on the development of the manager’s communication skills and capabilities. Corporate communication: focuses on the formal corporate communication function. Organizational communication: addresses more philosophically and theoretically oriented issues.

In the meantime, effective internal communication management requires the involvement of senior management of the organization. Howard (1996) notes that for effective internal communication, personal engagement and individual participation from the executive level

are important as senior management sets the tone and environment for internal communications throughout the entire company. Therefore, the relationship between the management structure and employees is a crucial one and it includes open communication characterized by supportiveness, warmth and a commitment to dialogue rather than monologue Tourish & Hargie (2000).

Supporting this view, Sims & Lorenzi (1992) in a study in leadership in management, state that effective leadership is reliant on communication tools that will build a common focus, create shared meaning and vision and share a focus for change. To support this viewpoint, Zetterquist & Quirk (2007) found that "leadership accounts for two-thirds of the effect on the attitudes and behaviors of employees.". This study supports the idea that improving the communication of Senior Police Officers with subordinate personnel, in particularly Commanders, could be the most "cost-effective way to improve employee's satisfaction with coordination in their organizations." Gray & Robertson, (2005). Furthermore, research by Pincus et al. (1991) show that it is the workers who possess a proportion of data that could assist the CEO and thus the CEO should be seeking regular feedback from all levels of the organization.

Unfortunately, support and generation of feedback from senior management is not often the case and the CEO may consider internal communication limited to one-way announcements to employees, with their channel of choice often being face-to-face meetings or speeches (Pincus, Rayfield, & Cozzens, 1991) including use of telephone calls, text messages, memos, letters, emails and more recently social media platforms.

2.3.3 Barriers to an effective internal communication system

There are ever present currents of resistance inherent in the temperament and habits of employees and in the complexity of organizational structures which must first be overcome by managers before a good communication system can be developed.

Communication functions through language: which consist of a string of words conveying varying meanings and ideas to different people depending on their cultural background, level of education and orientations. For instance, many official communications have curious or legalistic tones which are not in simple understandable language sometimes triggering confusion and awe in the recipient. All members do not possess the same background as to home life, religion, political indoctrination and education leading to a wide variation in mental power, attitudes, modes of thought and ways of viewing things. There is little assurance that all employees will interpret communications from management in the light that was originally intended requiring development of a common understanding of terms and extreme care in preparation of directives.

The attitude and behavior of managers in listening to and acting upon information from subordinates determines the quality of the flow of information upward and downward. For example, a manager who appears impatient with subordinates, or annoyed by subjects being discussed triggers a passive mode in the subordinate. Also, when a manager, who resent or resist communication which indicates that some action on his part has been less perfect, many subordinates who could be helpful to him, withhold information.

Another way in which managers may adversely affect the free flow of information is by failing to take action in certain situations brought to their attention. By refusing to act, subordinates may lose faith both in the sincerity of the manager and in the values of a

communication system. Additionally, information is usually filtered to give the “boss” what those below believe he wants to hear. Normally, the individual who first obtain the information must transmit it. Naturally, in transmitting it, he will be mindful of the repercussions his transmission will have for him. When he knows the “boss” may be unhappy with what he hears, the news will likely be suppressed. Therefore, information in the company only needs to be transmitted upwards: (1) If its transmission would not have unpleasant implications for the sender. (2) If the boss will hear of it anyway from other channels, and it’s better to tell him first. (3) If it is information that the boss needs in his dealings with his own superiors, and he will be displeased if he is caught without it.

Time the most important resource in an organization combined with a lack of willingness to focus on internal communication or ineffective communication skills or leadership style can affect an organizations ability to retain staff and further lead to dissatisfaction at lower levels of the organization Shaw (2005). The militaristic nature of the police service where the status system is very much revered, communication between members at the various levels of the hierarchy often takes place through a chain of intermediaries and directly involved is the factor of authority as represented by ranks and their prerequisites in formal bureaucratic organizations. Because of this condition, contact between police personnel in different ranks is either slow or inhibited, with most police officers being apprehensive of authority expressed in the rank or ranks above them.

Lack of trust by employees towards management Zetterquist & Quirke, (2007). Albrecht and Travaglione (2003) identify trust as "an expectation held by an individual or a group that another person or group's word, pledge, verbal or written statement is given by another person or group "can be relied upon". Accordingly, communications from managers to

subordinates usually take place with greater ease while the reverse is the case for communications upwards.

These are some of the barriers which serve to identify an area of difficulty which must be faced if the Ghana Police Service is to operate effectively.

2.3.4 Internal communication channels

Fletcher & Major (2006) argue that as technology progresses, the environment is becoming smaller and the development of more sophisticated technology opens organizations to multiple internal communication networks, spanning both time and geographical distance. Hence, they suggest four basic channels are used in workplace communication (1) face-to-face meetings, (2) audio and telephone exchanges, (3) video mediated conferences, and (4) computer mediated text transfers. Charles (2005) notes that, in addition to these four, organizational publications, such as the company newsletter, are also an information channel.

The choice of communication channel adopted by managers is often influenced by the content and quality of the information to be transmitted and its final destination and its intended purpose. Otherwise, known as media richness theory Markus (1994) describes the theory of media richness as a "prescriptive model in which a match between requirements for information processing is achieved (certainty and reduction of equivocality) and channels of communication (e.g. face-to-face interactions and written memos) was advanced as essential for organizational effectiveness". The idea is basically that managers use lean media for basic subjects and rich media for more nuanced subjects.

"There are four factors affecting the richness of the media, according to this perspective:" the ability of the medium to convey multiple signals. (e.g.: Vocal inflection, gestures),

feedback immediacy, range of expression and the medium's personal attention" (Dennis & Kinney, 1998).

Information richness theory usually positions platforms of face-to - face contact deemed the richest, followed by internet, email and written papers, on a scale from rich to lean information (Salmon & Joiner, 2005). The media richness continuum places written documents as the leanest channel of communication which can further be categorized into three separate forms: (1) personal written text (letters, notes, memos), (2) formal written text (documents, bulletins), and (3) formal numeric text (computer outputs, statistical reports).

Moreover, face-to-face communication is considered the richest channel primarily due to its ability to give immediate feedback as well as the amount of information shared during the interaction in the form of verbal cues (tone of voice, pitch, volume etc.) as well as non-verbal cues (Kahai & Cooper,2003). Non-verbal communication is defined in its broadest sense as communication that transcends the bare elements of written or spoken word. As a result, four main non-verbal communication networks have been established and these are: proxemics (the use of personal space and distance); kinesics (body postures and movement); oculusics (the use of personal space and distance);

Eye behavioral communicative aspects such as look and movement); and vocalics (para-language such as vocal tone and intonation) (Gabbott & Hogg, 2001)

Accordingly, non-verbal communication takes place in every interaction, whether intentional or not and can be impacted by three variables: gender, culture and personal traits. Such variables can influence the perception of non-verbal signals and sometimes generate misunderstandings.

In the sense of the theory of media richness, each of these four main channels of non-verbal communication is especially important, as media richness varies based on intensity and intensity presence of non-verbal cues.

More so, the proponents of face-to-face communication suggests that it is the most preferred method of communication in the organization with interactions between managers and staff widely commended as beneficial and more powerful than information from the central contact department Cees et al., (2005) . Face-to-face team briefings are considered a vehicle for sharing the philosophy and values of the organization and also give “people the opportunity to ask questions, offer opinions and give feedback; unique advantages over even the best print, video programs and email messages” Howard, (1996). In addition, rich media can develop a closer relationship as well as a more personal emphasis between a manager and subordinate (Sheer & Chen,2004)

However, Berry (2006) suggests that, for face-to-face communication to be effective, participants must necessarily be at the same place at the same time, but this is always not possible. In agreement, Quirke (2002) adds that time is “the most limited resource in most organizations, and better use can be made of precious face-to-face time which is too often used for the wrong purpose i.e. To tell people stuff they should learn about more quickly.’ After face-to - face contact, the telephone is the second richest medium, but Salmon & Joiner (2005) notes that it has been superseded as a mode of transmitting and receiving management information.

In agreement, Markus (1994) also states that the telephone is not a reasonable choice for communication because of the superior features of versatility and usability. Shaw (2004)

notes that newsletters and emails are the “bread and butter of modern communication”. Such that, the traditional communication channels in the form of memos, letters and phone calls have all been replaced by emails, the most preferred communication channel in the business world. The success of emails is due in part to its asynchronous nature where the sender and receiver do not have to be present for the communication to occur (Thomas et. al.,2006) as well being able to cross physical, social, temporal and psychological boundaries at an astonishing speed with minimal cost. Many organizations have employees that are geographically located in diverse areas and emails enable information to be sent regardless of location and or time zone.

Meanwhile, our ability to communicate at any time in any place with anyone is increasing our opportunities for interaction. Using email, instant messaging, and cell phones, a manager’s ability to stay engaged within the workplace is greater than ever before. Multi-tasking has become synonymous with the communication technology infused workplace of today (Turner & Reinsch, 2007) Therefore, it can conveniently be concluded that, email reduces transaction time, interruptions caused by face-to-face meetings and telephone conversations thereby improving managerial efficiency and rendering alternative traditional channel such as the post office obsolete.

Critics of email suggest that the availability of new technology does not ensure effective communication, and instead it is leadership and training in the use of the technology that will ensure effectiveness Berry (2006). In addition, email does not allow concurrent feedback and most often messages are informal characterized with grammatical errors because there is no time for proof reading from the sender, resulting in misunderstanding and misinterpretation of the message by the recipient Carter (2003).

Written documents are regarded as the leanest channel of communication as far as the media richness theory is concerned. The company newsletter, memo or magazine require little interaction and exchange with employees and usually involve operational information about the company and not about critical decisions, therefore employees can attend to them at their own convenience. It has been criticized for the fact that understanding and interpretation of the information is left to the discretion of the recipient which often results in poor execution of the expected or intended action.

Another channel of communication worth noting, however not mentioned in the literature is the use of two-way radio communication devices often used in aircrafts, ships, industrial plants, electricity generating stations, the military and police institutions.

A two-way radio device, unlike a broadcast receiver which only receives content, is an audio transceiver, a transmitter and a receiver built in one unit, used for bi-directional person-to-person voice communication with other users with similar radio sets. They are used by Geographically isolated classes of individuals who need to be in constant contact with voices.

Two-way radio systems usually use single radio channel and operate in half-duplex mode: only one user on the channel can transmit at a time, so multiple users must take turns talking. The radio is usually in receive mode, so all other signals on the channel can be heard by the user. He presses a push-to-talk button when the user wishes to talk, which turns on the receiver and turns on the transmitter; when he releases the button, the receiver is activated again.

Some benefits of the system according to Motorola Solutions, Inc. USA (2019) includes:

1. Service during emergencies: cell service towers and land lines may fail during an emergency or disaster, during those cases, however, two-way radios will continue to operate. Additionally, all workers can be contacted at once as opposed to reaching them individually on phone.

2. Lightweight durability: the devices are designed to be lightweight, rugged, long-lasting and also have long battery life, with some models able to continue operating for 12-26 hours.

3. Cost effective: there are no monthly fees, service contracts or calling minutes. Also, several workers can share a radio, cutting cost by avoiding the need to issue one per employee.

4. Communication clarity: the devices are designed to offer clear communication in most conditions. They often include features that reduce wind noise and allow resistance to vibrations, extreme temperatures and wet conditions.

5. Ease of use: the devices feature touch-button talk communication, creating a simple means of communication.

The two-way radio communication can therefore have a place on the media richness continuum, possibly it can be classified as quasi-rich media since information flow is two way in real time with the execution of task taking place simultaneously on the other hand. It can be considered as a mosaic of top-down and bottom-up communication with distributed ownership Dasgupta (2001).

Some challenges associated with using a two-way radio system:

1. First time installation and future upgrades are expensive

2. Poor battery: everything stops while efforts are made for battery replacement. This sometimes does not just hold up one team member, but could hold a whole team from completing a task.

Managers make different choices when choosing a channel to communicate information depending on how much the employee needs to know in order to complete a specific task.

2.3.5 Internal communication measurement

In order to establish a clear picture of the current situation, management must measure internal communication (Hargie & Tourish,2004). The term measure or measurement take on a variety of meaning within the communication discipline. Shaw identifies four different uses of the term measurement within organizational communication: (1) measuring employees with regards to their needs and preferences, (2) measuring the communication department and the outputs with the desired outcomes to justify the expense of maintaining a communication function, (3) tracking the communication channels and their use and usability and (4) looking at the content and if it was received, understood and the behavior was prompted.

A 2004 report conducted by Melcrum in the United Kingdom, stated that of the internal communication practitioners surveyed,70% did have measurement strategies aligned with their business strategy. The report found out that the three most used channels are: intranet 93%, email 90% and leadership communication 84% (i.e. briefing by line managers and task team leaders) with the least channel used being print: memos, letters and newsletters. Additionally, 68% of managers reported they can effectively communicate with 80% of their employees via email and further indicated 64% of employees have the ability to engage in two-way dialogue with management.

Intranet: a local or restricted communication network often internet supported and managed by an organization for its internal communication with employees and often requires a password access.

Measuring effectiveness is dependent on what the organization terms effective. Bovee and Thill (2002) suggests that effective communication only takes place when there is a shared understanding that prompts others to take action and encourages alternative thinking. This view is shared by Spencer (1994) who considers communication to be effective only when a message has been received and understood and can then produce action. Communication performance within organizations has been considered an understudied area and therefore poorly understood, yet it is deemed a central component of business operations Melcrum (2004). Hargie et. al., (2004) state that lack of effective communication can contribute to a range of problems including at one end of the continuum, job dissatisfaction and stress, through to damaging strikes, operating losses, bankruptcies, accidents to the production line, shipwrecks, aircraft crashes and, at the other extreme, battlefield mass slaughter.

Audits are well known instruments for assessing internal communication, the literature suggests (Chalmers, Liedtka, & Bednar,2006; Pandey & Garnett,2006).

A communication audit is defined as “a comprehensive and thorough study of communication philosophy, concepts, structures, flow and practice within an organization” Emmanuel (1985). Tourish and Hargie (2000) suggest that communication audits have similar characteristics with more established audit practices in areas such as finance, medicine and accounting. Some of those characteristics include: (1) the accumulation of information, (2) the creation of management system. Within the communication field a cross section approach is utilized to determine the flow of resources and information over a period of time as well as the implementation of systems to develop best practice. In addition to a comprehensive audit, employee engagement survey can be conducted to measure both

employee satisfaction and how committed they are to the organization, the brand and values Likely (2004). Focus groups are also used to gain information about the internal communication of an organization: approximately six to twelve participants are recorded during a one to two-hour session to gather qualitative information. The data gathered may include feedback regarding a specific problem, impressions about a program or product, the generation of new ideas or information Quible (1998).

A critical role is that of the moderator, who promotes the interaction and ensures that the discussion stays on course. Walston and Lissitz (2002) note that current technological advancements have made it possible for computer-mediated focus groups, where a question appears on each participants computer screen from the moderator and responses from participants appears on everyone's screen, all based in real time like in an internet chat room. Computer-mediated focus groups allow more candid discussions that may not be possible in face-to-face group settings.

2.4. Relevance of the Study

This study enhances readers understanding of the current discourse on effective internal communication strategy in the Ghana Police Service, particularly, Airport Police Service Division as a case study. It will help readers know critical factors that underpin the internal communication effectiveness, agents responsible for ensuring internal communication efficiency as well as appreciate factors critical to internal communication effectiveness. It will help senior police officers to appreciate internal communication effectiveness on police operations and general law enforcement. It will also help to boost readers understanding that internal communication is more important to the Ghana Police Service and therefore the police administration should engage more in it to be able to improve its services.

This study provides an insight into internal communication, using a combination of data surveyed. This study provides knowledge about the effectiveness of internal communication and calculative commitment which can help the Ghana Police Service in decision making process. It also demonstrates the importance of controlling and retaining general law enforcement benefits and satisfaction. It explores the potential for different precipitating measures to moderate the effect of internal communication as well as provides useful information in police operations. Furthermore, the study provides insightful details on how the Ghana Police Service could structure their communication policies to enhance general law enforcement. The study can also be used as a point of reference for future research that will focus on critical success factors contributing to the progress of internal communication effectiveness on police operations and general law enforcement.

2.5. Conclusion

This study has succeeded in providing an analysis of the theoretical foundation underpinning the issues under review. It explored the basic assumption, examined some conceptual framework for the analysis of the internal communication strategy in the Ghana Police Service in general and the Airport Police Division in particular as well as the benefits, challenges and prospects in ensuring internal communication efficiency in public institutions in Ghana. Internal Communication has been given little attention and that empirical studies have not been adequately conducted to elucidate the comprehensibility of its positive impact in public institutions in Ghana of which the Ghana Police Service is no exception. This study seeks to bridge this gap in the literatures on Internal Communication and its impact on employee's productivity in the Ghana Police Service.

CHAPTER 3

METHODOLOGY

This chapter primarily focuses on the systematic body of methods or procedures utilized by the researcher in achieving the objectives of the study. The research methodology comprises of research design, philosophical paradigm, target population, sampling technique and sample size, sources of data collection, data collection instrument and procedure, technique of data analysis and limitations and delimitations.

The methodology in any research gives sufficient information for an investigator to make an informed estimate of the reliability and validity of the methods used to explain the relationship between the variables influencing a particular phenomenon and, in this study, the relationship between internal communication and police effectiveness.

3.1 Methods

This study deployed the descriptive and analytic research methods viz, Qualitative method in gathering information from the study areas.

3.2 Research Process

3.2.1 Research Philosophy

From the research process, the study adopts the research philosophy of realism. Saunders et al. (2003, p. 84) explains the philosophy of realism as “the belief that a reality exists, that is independent of human thoughts and beliefs. They indicate that a large scale of social forces and processes exist, and these do affect people. However, people are not necessarily aware of the existence of such influences on their interpretations and behaviors (Saunders et al., 2003, p.84). Adopting a realist philosophy, the approach from which the research was conducted was determined.

3.1 Research Design

The study will follow an interpretive approach, aiming to understand social reality from the perspective of those in it, Henning (2004)

The aim is to capture the ‘organizational’ lives of participants in order to understand and interpret the meaning they (participants) attach to events or objects related to internal communication.

A qualitative approach tries to understand the participants perceptions of the world and the focus is gaining insight rather than statistical analysis Bell (1993). Furthermore, the qualitative approach utilizes small samples of subjective data Collis & Hussey (2003) because it enables richer, more detailed information to be sourced, which otherwise may not be possible in a quantitative inquiry.

The study will be guided by the type of research questions being asked and not the personal preferences of the researcher Weber (2004). Therefore, based on the desired nature of

information, this study will use a qualitative approach utilizing interviews as the method of data collection.

In contrast to the qualitative perspective is the positivist paradigm which utilizes large sample size, numerical data and statistical analysis to interpret a phenomenon.

3.2 Sample Size

A sample is a small sub-group or group that is obtained from a population and it is representative of the whole population with all its characteristics. That ,10-30% of the population is enough to represent the population Mugenda & Mugenda (2012). Crowman (2006) further posits a sample is a subset of the population being studied, it represents the larger population and it is used to draw inferences about the population.

The population for this study will include all police officers serving in the Airport Police Division, who have served not less than ten years and have been working under instructions (both written and verbal) from senior police officers in command positions. The Airport Police Division is made up of Airport District, Legon District and East Legon District. Each district has a composition of Senior Police Officers, Inspectors/Chief Inspectors and Junior Police Officers.

The purposeful sampling technique will be adopted for this study, since the police personnel in the Airport Police Jurisdiction is homogeneous and have a shared characteristic. Selection of participants will be guided by the concept of data saturation: the idea that sampling is guided by ‘the necessary similarities and contrasts required by the emerging theory’

Dey(1999) Given(2016) considers saturation as the point at which ‘additional data do not lead to any new emerging themes’

Therefore ,1 Senior Police Officer,1 Inspector and 1 Junior Police Officer will be selected from each Police District within the Airport Police Division jurisdiction. In all, a total of 9 police officers will be interviewed.

3.3 Method of Data Collection

Interviews, observations and documents are all types of qualitative data Patton (2002), however for the purpose of this study, in-depth interview will be chosen as the method for data collection.

Millar and Gallagher (2002) states, ‘interviews are one of the central tools utilized within internal and external communication audits’ This study arguably parallels aspects of the communication audit process. Additionally, interviews were considered appropriate due to the type of rich data required from the participants in order to answer the research questions.

The relative advantage of interviews as used primarily in qualitative research is the expectation that interviewees are more likely to speak openly with more details in an interview situation as opposed to structured questionnaires Flick (2006). Additionally, Fontana & Fray (2002) argue that through the interview technique, researchers are able to extrapolate not only the traditional ‘what’ of the research focus but also ‘how’ leading to ‘negotiated, contextually based results’

There are several types of interviews, however for the purpose of this study, a semi-structured format will be utilized.

3.4. Characteristics of semi-structured interview

- 1.Researcher is able to clarify questions that the participant may not understand unlike questionnaire.
- 2.There is the opportunity for greater depth of response as well as the ability to encourage full participation by establishing a rapport Frey et al., (2000)
- 3.Semi-structured interviews generally use open-ended questions which provide more information than closed ended questions about the particular perspectives of individual respondent.
- 4.It allows people to respond with what is on their mind

3.5. Some key challenges associated with semi-structured interview

- 1.Competency level of the interviewer determines how he/she is able to establish rapport with the participants as well as how to extrapolate required information.
- 2.Time consuming and management of questions is frustrating.

Despite the potential utility of including a questionnaire for data collection, the study is designed on the basis that interviews will offer the necessary conduit to reach the subjective perspective of the participant on the subject matter and also ask for on the spot confirmation of facts.

The data will be analyzed based on three identified themes namely: internal communication management; the channels of internal communication and measurement of communication for effectiveness. These themes were derived from the literature which highlighted their importance to the body of internal communication research.

3.6 Ethical Considerations

Ultimate consideration will be taken into account throughout the research process; including issues of informed consent, confidentiality, cultural and social sensitivity and respect for intellectual property ownership. Each participant will be given an informed form that clearly explain the purpose of the study and what their participation required as well as sample questions before the interview stage. Participation will be voluntary and respondents will not be restricted from truncating and exiting the exercise. To maintain confidentiality, information on respondents' names and places of work will be coded by utilizing pseudonyms.

3.7. Limitations

A lot of research, including this one encounter various limitations. Most notably the methodological approach chosen, the participants of the study and the form of analysis utilized. The qualitative design of this project required subjective data to be collected and analyzed which in itself can be the challenge of qualitative approach where there are no specific rules about how to analyze data, as opposed to quantitative data (Collis & Hussey,2003). The amount of data collected can be reasonably significant using a qualitative approach and, in reality, the task of reducing the data to the final conclusions is entirely dependent on the subjective nature of the researcher. The outbreak of novel coronavirus (COVID 19) in the middle of March,2020 and the imposition of restriction orders by the Ghanaian Authorities constrained engagement with the sample population. However, this study was able to obtain valuable rich data from desk reviews of previous published works which were analyzed in accordance with scholarly literature in order to satisfactorily answer the research questions.

CHAPTER 4

ANALYSIS OF INTERNAL COMMUNICATION STRATEGY OF GHANA POLICE SERVICE FOR EFFECTIVE INTERNAL COMMUNICATION USING AIRPORT POLICE DIVISION OF GHANA POLICE SERVICE AS A CASE STUDY

4.0. Introduction

Internal communication is undoubtedly an indispensable management strategy and when effectively implemented, it can enhance productivity at the workplace. Internal communication has a direct impact on the success of any organization that has one in place. The way managers communicate with employees has a tremendous impact on employee productivity, teamwork, employee experience and ultimately employee engagement. A study report in 2019 by International Business Machines Incorporated, USA (IBM) revealed that 44 percent of employees feel that managers do not provide clear information about the company's vision and 72 percent of employees also do not have a full understanding of the company strategy.

So, what is internal communication, and who should be in charge of developing an internal communication strategy?

Internal communication refers to a group of processes or tools that are responsible for information flow and collaboration among participants in an organization. Internal

communication includes contact between top management, leadership and staff. Open and clear communication is a perfect way to ensure that the workers recognize the mission statement of the organization and that everyone aligns with the principles of the organization.

In the breaking down of organizational silos, it also plays a significant role.

4.1.0 Analysis or Transcription of Key Findings

4.1.1. Different ways internal communication impacts an organization includes:

- Day to day operations.
- Cross-departmental collaboration.
- Strategic Alignment within the company.
- Leadership.
- Employee motivation and productivity.
- Customer service.
- Innovation.
- Employee experience.
- Organizational culture.
- Employee engagement and employee retention.

Harvard Business Review (2018) reports that, the cost of poor communication to businesses amounts to 35 percent wastage in salaries of disengaged employees. It further states that, a company with disengaged employees have a turnover of 34 percent. The report also states that, an average of 12 percent of working time is wasted due to avoidable inefficiency.

Internal communication is everyone's responsibility. In large organizations the Internal Communication Department is responsible for internal communication strategies whereas in relatively smaller organizations the Human Resources Director is the one responsible.

4.2 Internal communication strategies that can be employed by managers of organizations.

To get employees excited about the organization's vision, goals and mission statement, management need to find a way to engage them with their content.

For instance, sending a monthly newsletter to the employees to inform them about updates or plans about new product or service is not the best way to get them on board. Instead management need to share visual contents such as info graphs or videos to inform and engage with employees.

Harvard Business Review (2018) states the consequences of inefficient internal communication as follows:

- 52 percent of employees felt higher stress levels in the work place.
- 44 percent of all employees failed to complete their projects.
- 31 percent of employees missed their performance goals.
- 20 percent of employees saw obstacles in innovation.

Content distribution allows managers to reach the right employee at the right time. If employees miss out on important information, they may feel frustrated which may impact on their productivity. It is important that employees have a clear understanding of how their role impacts the company's success. It is estimated that 40 percent of internal communication professionals believe that employees understand well the contribution they are making to their organization.

4.3 Strategic Two-way Communication System

Internal communication practitioners must encourage two-way communication to make sure managers and employees are aligning with the company vision. Employees have a view of an organization and their status has a direct influence on their morale and productivity.

Characteristics of two-way communication

- 1.It allows for alignment by connecting team work to corporate objectives (role of line managers).
2. It gives voice to employees so that they can also make contributions on management directives (role of managers and senior managers).
- 3.It engenders identification, understanding and belief in the organizations' purpose and objectives. (role of senior manager).

These characteristics are made manifest through dialogue which involves informing, listening and discussing.

4.4 Internal communication challenges faced by managers

Although internal communication is an organizational concept, its presence is lacking in most businesses. Available data collected by experts suggests 60 percent of employers do not have a long-term internal communication plan, even though internal communication experts state that improving internal communication should be a number one priority. In view of this it is advised that efforts should be directed at changing top-down-only information flow to inter-departmental information sharing. This means that, employees should be involved in the strategy and encouraged to initiate discussions. Attention should also be paid to feedbacks from employees. This is to help internal communication and

human resource managers to find ways to actually implement tailor made solutions to address unique problems faced by employees.

Deliberate efforts should also be made to reach out and engage employees regardless of their location and last but not the least, defining key performance indicators necessary for measuring internal communication efforts on regular basis.

The lack of these comprehensive metrics on internal communication strategy leads to several issues such as:

1. Information within the company is distributed through many divisions, channels and departments.
2. Aligning the internal communication strategy with the business goals become tricky.
3. Internal Communicators cannot take their strategy to the next level.
4. Messages shared with employees become confusing.
5. There are misconceptions about what internal communications does.
6. Providing value for internal communication becomes a challenge.
7. There is no recognition of internal communicators as strategic business partners.

4.5 Reasons why internal communication cannot be ignored

Internal principles of communication can be used to improve facets of the working experience of workers, from teamwork to employee efficiency and advocacy for workers.

Effective internal communication boosts employee productivity and team work. The Mckinsey Global Institute in a study conducted in 2017, found that, employee productivity increases by 20-25 percent in organizations where employees are connected. Even though email is a primary form of communication for most businesses, littering up an inbox with incessant or irrelevant email notifications can actually have a detrimental effect on employee productivity.

According to a Call Center Helper Report (2019), the following is the breakdown of how employers communicate with their employees:

1. Emails 98 percent.
2. Team meetings 89 percent.
3. Wallboards 52 percent.
4. Intranet platforms 41 percent
5. Social media 15 percent.

The report further states that employees check on average their emails 36 times an hour and after each interruption, it takes employees 23 minutes to get back to their task. The question is, how can they focus on their tasks and stay productive while they keep checking their inbox? Around the same time, the McKinsey Global Institute found that workers spend almost 20 percent of their work week searching for internal data or observing peers who can assist with unique tasks. Furthermore, only 13 percent of employees use their intranet daily which suggests that emails and intranets are definitely not the best solutions when it comes to informing and engaging employees.

4.6 .0 Discussions and Conclusion

It is important to do some discussions and draw conclusion based on the key findings for the interviews data transcribed. The discussion focuses on some key concepts that play significant role in the research process.

4.6.1 Strategies that works

To begin with the strategies that work is considered. Here the employees' communication platform makes it easier for managers to share the right information with the right employee at the right time. Using employee's communication platform instead of emails and intranets

is a great way to make sure that employees can easily find the information they need and when they need it. It also helps them to interact with the content specific to their roles without being distracted by information overload. A survey conducted by Trade Press Services in 2017 reports that 85 percent of employees said they are most motivated when management and leadership offer regular updates on company news.

Not only does efficient internal communication improve employee productivity, but it also enhances teamwork, encourages innovation and drives collaboration among departments. A robust internal communication system allows knowledge sharing among employees (i.e. it helps build a strong learning culture where employees are encouraged to develop their skills at all times). Internal communication is said to provide the context around employee performance and feedback and in turn those insights into progress against individual organizational goals. Performance management tools give both the employee and management consistent, real time data that they can then use to establish a framework for continuous conversation around goals. Frequent check-in increases the information flow between the two sides and makes workers feel encouraged in their professional development.

It concludes therefore that effective internal communication strategy allows for innovation where employees are able to brainstorm with each other to proffer solutions to challenging situations. It further helps people have honest discussions and introduce healthy levels of disagreement on any issue of concern, consequently yielding in consensus on the way forward. An efficient internal communication plan allows business leaders to keep workers updated about the evolution of the brand so that they can share the data with their personal networks. By offering transparency on priorities, objectives, process improvements and

other initiatives, the best brands enable workers to communicate with and express a company's vision. Improving internal communication requires that managers have to put in conscious effort to understand the needs of the employees and also be able to speak their language

CHAPTER 5

SUMMAR OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

The previous chapters help to diagnose the problem under consideration and in chapter 4, it provided some prognosis in the light of the objectives of the study. Here it is only important to provide some prescription in the light of key findings and conclusions of the issues under review. Effective internal communication in the Ghana Police Service is a very vital issue to give the Ghana Police Service a face-lift. It is essential for the government to understand how internal communication could be made effective to benefit police service in general and Airport Division in particular. The focus of this research was to explore the effective use of internal communication strategy to improve police service delivery in Ghana and beyond. This chapter provides a summary of findings, conclusions and recommendations for future research.

5.1. Summary of Key Findings

The purpose of this long essay was to investigate three key aspects within the field of internal communication: internal communication management, the channels used for internal communication and the tools used to determine effectiveness of internal communication. In other to research dimensions of internal communication practices within organizations,

detailed desk review of published researches was conducted which provided the basis for the findings for this study. This chapter will summarize the major findings according to the three key research themes mentioned previously and discuss future research implications as a result of those findings.

5.1.2. Internal Communication Management

The primary focus of this study was to investigate the internal communication strategies of the Ghana Police Service with particular attention on the Airport Police Divisional Command. The police institution as noted earlier from the commencement of this study functions just like any other bureaucratic organization and therefore all procedures and principles necessary for the efficient conduct of an organization are equally applicable in policing activities. Desk reviews highlighted a range of key issues involving internal communication management. Specifically, the importance of senior management involvement in internal communication and the significance of organizational culture. The results of the desk reviews suggest there is no unanimity across organizations regarding which department should have overall responsibility for internal communication. This finding reflects existing literature, which also suggests a lack of internal information governance compliance (Kalla,2005; Quirke,2000). In view of this the corporate communication department seems the most popular option to design, and implement communication strategies in the organization. The literature clearly highlights the importance of internal communication management and the extent to which organizational success is tied to internal communication (Hargie et al,2002, Zetterquist & Quirke,2007) yet this was not an overwhelming acknowledged focus. This confounding result may in part be due to the strong organizational culture that has reportedly been created and the use of face-to-face communication channels that seem prevalent within the organization.

Another theme that emerged from the literature was that of the integration of internal communication strategies with other departments in the organization or those responsible for external communication. This parallels the literature which suggests a relationship-building approach to internal communication should be utilized with external and internal communicators and employees on all levels of the organization (Argenti,2007, Dolphin,2005). The effects on external contact, including the risk of miscommunication, may arguably be included in the consequences of the lack of cross-departmental contact. The emphasis has been on relationship building and not just information sharing. The major issues identified during the reading was the evolution and retention of organizational culture which significantly impacts on internal communication. Issues bothering on trust did not emerge clearly during the study. This could be interpreted to mean each organization implicitly assumes the employees have trust in their management or, there is little interest in determining if trust is prevalent or not. In addition to trust, further exploration into the importance of internal and external integration of communication messages may be a possible area of future research, considering its strong presence in this study.

Investigation of internal communication management provides a clear indication that there is no template for the governance, structure and content of internal communication. In view of the literature and the desk review findings, the future implication suggests there may never be unanimity across organizations, although, similarities may exist.

5.1.3. Internal Communication Channels

The literature and desk review clearly indicate the main channel utilized by management and employees was the intranet, although there is apparently no agreement on its

management, content or structure. The effectiveness and use of intranets are still to be explored in future research.

Two major challenges were identified with respect to the use of internal communication channels within the organization. The first was the challenge of effectively utilizing face-to-face communication in light of the advances in technology and size of the organizations. However, in-depth interactions with police personnel at the Airport Police Division suggests otherwise. The initiative has been that Commanders at the Airport, Legon and East-Legon Districts, organize monthly durbars where issues bothering on administration, operations and welfare are thoroughly discussed by both senior and junior police officers and consensus arrived at on the way forward.

The second major finding with regard to the usage of internal communication networks was that existing technology was used successfully and new technology was implemented. This study unveiled a desire by management and employees to investigate new ways to communicate information and research the potential that new technology may offer. For example, online streaming is identified as potential new direction. The advantages of streaming include the cost savings of not using videos/DVDs or the expense of sending them out to each branch. One suggested disadvantage, however is the individualistic nature of online streaming. Instead of the whole team watching and discussing the DVDs together, employees may end up sitting at their desk to watch without any real discussion with other senior members about the content.

It is envisaged that communication technologies such as blogs, podcasts and instant messaging may be adopted more rapidly. The full integration of these tools is however dependent on budgetary concerns of the organization, technological skill or whether the organization feels the need for such technology.

5.1.3. Internal Communication Measurement

The literature and desk reviews discussed extensively an organizational requirement for effective communication, or having policies or procedures in place. However, it was unclear how they could assess the effectiveness of such policies without a measuring mechanism. Informal feedback or focus groups discussions and intermittent research provides the means for measurement. The organization can also measure the effectiveness of the content and the channels for internal communication, via a self-designed survey, in order to compare activities with performance results and organizational goals.

Despite the literature on the importance of measurement and published studies concluding that internal communication measurement is vital to the organizational performance, there is still a lack of awareness within organizations of the importance of effective internal communication. This lack of knowledge often applies to the insistence that only by sufficient assessment will efficacy be achieved. As indicated earlier in this study, the relative implications of ineffective internal communication are numerous and can include high staff turnover, low quality of service, increased absenteeism and low levels of innovation (Argenti,2007, Clampitt & Downs,1993, Hargie et al.,2002, Quirke,2000). Periodic successful assessment practices could, arguably, indeed reduce the likelihood of the outcomes described above.

5.2 Conclusions

This research investigated the use of internal communication strategies within the Airport Police Division of the Ghana Police Service. More specifically, the focus was on the internal communication management, the channels of internal communication utilized and the measurement of effective internal communication. The desk reviews revealed that internal communication is a growing area of interest, both in academia and within private and public

organizations as well as in international organizations. These organizations are reliant on effective internal communication management and strategies. This study suggests that even with the international interest in internal communication strategies, internal communication management, the channels of internal communication utilized and the measurement of effective internal communication remain somewhat misunderstood within the Ghanaian context. Thus, the need for further scholarly research in order to fully understand the broader implications on public and private institutions.

5.3 Recommendations for Future Research

There are several areas within this study which could be considered for future research including the new innovations in technology, the efficacy of face to face communication in the light of new technology and internal/external integrated communication. The current literature suggests that the future direction of internal communication may in fact be in the area of podcasting, webinars, wikis, blogs and instant messaging (Vogele & Townsend-Gard,2006, Holtz,2006).

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APPENDICES

CONFIDENTIALITY AND CONSENT FORM

EXPLORING INTERNAL COMMUNICATION STRATEGY OF GHANA POLICE SERVICE FOR EFFECTIVE INTERNAL COMMUNICATION: A STUDY OF THE AIRPORT POLICE DIVISION OF THE GHANA POLICE SERVICE.

My name is Kingsley Aboagye and a student of the School of Graduate Studies and Research, Ghana Institute of Journalism, Accra. I am gathering data to conduct a study on the topic: Exploring Internal Communication Strategy of Ghana Police Service for Effective Internal Communication: A Study of the Airport Police Division of the Ghana Police Service, as part of my dissertation in partial fulfillment for the award of a Master of Arts degree in Development Communication.

Your participation is voluntary and there is no anticipated risks or benefits to your participation. You may decide to discontinue with the interview at any given time without assigning reasons.

I would be grateful if you will spare a little of your time to respond to this interview. I assure you that your identity would be held in anonymity and the responses would be used solely for the academic purpose stated and duly destroyed thereafter. A copy of this form will be giving to you for your own records.

PARTICIPANT'S CERTIFICATE

I have read the forgoing information, or it has been read to me. I have had the opportunity to ask questions about the study and any questions I have asked have been answered to my satisfaction.

I consent voluntarily to be a participant in this study.

Name.....

Signature.....Date.....

CERTIFICATE BY THE RESEARCHER

I confirm that the participant was given the opportunity to ask questions about the study and all the questions asked by the participant have been answered correctly and to the best of my ability.

I confirm that the individual has not been coerced into giving consent and consent has been giving freely and voluntarily.

Signature.....Date.....

Thank you for your cooperation.

**SEMI-STRUCTURED INTERVIEW SCHEDULE FOR STAFF OF GHANA
POLICE SERVICE AIRPORT DIVISION**

This is a general interview schedule designed for the participants to be interviewed. Additional questions shall be asked dependent on the direction of the discussion.

General Communication Process:

- Could you give a brief background of Ghana Police Service, with particular reference to law enforcement activities within your Police Station?
- What is your rank and job description?
- How long have you been working at this police station?
- What is your role as the originator of “Internal Communication” at the Police Station?
- What is your role as a recipient of “Internal Communication” at the Police Station?

Communication Channels Used:

- What are the main channels used to communicate information or messages at the Station? (*Intranet, Internet / email, Telephone, WhatsApp, twitter, Instagram, Facebook, Face-to-face meetings, Newsletters, Memos, Noticeboard postings, Circulars, General durbars, Online Streaming, Radio communication devices*)

Communication Measurement:

- How does your station measure the effectiveness of internal communication?
(*Surveys, Audits*)
- How often is measurement carried out?

Is there anything else you would like to tell me?