

GHANA INSTITUTE OF JOURNALISM

**INTERNAL COMMUNICATION TOOLS AND EMPLOYEE PERFORMANCE: A
STUDY OF ACCRA TECHNICAL UNIVERSITY**

PRESENTED BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with guidelines on supervision of dissertation laid down by Central University.

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ABSTRACT

The purpose of the study was to identify various tools of communication being used at Accra Technical University (ATU), determine the perception of employees about the communication tools and examine the extent to which the internal communication tools influence employee performance. A quantitative research method was used in data collection. Out of the 133 sample size only 110 respondents completed their questionnaire. Findings showed the most effective internal communication tool being used at ATU is the Face-to-face followed by Written (Memos). The multiple regression also showed a positive correlation between the internal communication tools i.e. face-to-face and written (memo) and employee performance. It is recommended that there is need for ATU to embrace more forms of techniques and there should be improved efforts at ensuring that the most frequent tools to be used in the organization should be face-to-face and written (memos) instead of telephones and other channels of communication such as the use of notice boards can be explored.

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Table of Contents

DECLARATION	Error! Bookmark not defined.
ABSTRACT	i
ACKNOWLEDGEMENT	iv
LIST OF TABLES	vii
CHAPTER ONE	1
INTRODUCTION	1
Background of Study	1
Problem Statement	2
Research Objectives:	3
Significance of Study	3
Limitation of Study	4
Scope of Study	4
Organization of Study	4
CHAPTER TWO	6
LITERATURE REVIEW	6
Introduction	6
Internal Communication	6
Effective Communication	9
Theoretical Framework	10
Internal Communication and Employee Performance	13
Effect of Communication on Employee Performance	15
Barriers in Communication Systems	16
Review of Related Studies	17
Conclusion	20
Definition of Terms	21
CHAPTER THREE	22
METHODOLOGY	22
Introduction	22
Research Design	22
Population of Study	22
Sample and sampling techniques	23

Instrument	24
Data Collection Procedure	24
Data Analysis Procedure	25
Conclusion	25
CHAPTER FOUR	26
RESULTS AND DISCUSSION	26
Introduction	26
Communication Channel Frequency and Effectiveness	26
Effective Internal Communication Tools	27
Perception of Employees about the Communication Tools	28
Effects of Internal Communication Tools on Performance	30
Multiple Regression on the Effect of IC Tools and Employee Performance	32
Demographic Data of Respondents	34
Discussion and Interpretation of Findings	37
CHAPTER FIVE	41
SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION	41
Introduction	41
Summary of Findings	41
Recommendations	42
Conclusion	43
REFERENCES	44
APPENDIX	51
QUESTIONNAIRE	51

LIST OF TABLES

Table 4.1: Communication Channel Frequency	26
Table 4.2: Effective Internal Communication Tools	27
Table 4.3: Perception of Employees about the Communication Tools	29
Table 4.4: Effects of Internal Communication Tools on Performance	31
Table 4.5: Model Summary	33
Table 4.6 ANOVA	33
Table 4.7: Coefficients	34
Table 4.8: Demographic Data of Respondents	37

CHAPTER ONE

INTRODUCTION

Background of Study

Communication is a very critical part in the development of any organization (Atif, 2019). It is very important to effectively communicate. Linke and Zerfass (2011) states that communication science offers broad knowledge into the field of inside communication. There are lots of benefits in effectively communicating, like to enhance work productivity. Organizational communication can facilitate sharing of information, it can also help to support in planning, to maintain discipline in the organization and to increase overall efficiency of the organization such that all benefits would be accommodating when employees effectively communicate (Atif, 2019). Harshman and Harshman (1999) states that organizational communication is around the basic capacities experiencing significant change and is one of the reasons for which underlying qualities is discriminating. Inherent in the relationship between an association and its laborers is a moral extent which influences the substance and structure of the association's formal and casual internal communication. In the organization, employee communication system are based on two things internal communication system and external communication but this study is based on internal communication tools and employee performance: A Study of Accra Technical University (ATU).

Semegine (2012) investigated that the strong internal communication system should be showed well in a reputed enterprise. Internal communication (IC) is connectivity in an organization that is formal and informal communication. Formal communication is between managers and

employee (top to downwards and bottom to upward) and informal communication is between employees (horizontal communications).

It has been found by Welch and Jackson (2007) that poor communication in the organization causes inefficiency and low productivity. When the internal communication is constantly going up to the mark the level of employee satisfaction towards vertical communication is going to be effective.

Problem Statement

IC in organizations is one of the fundamental areas to face with some of the challenges related to market expansion, globalization, quality, and competitiveness (Luz & Saul, 2018). Faced with these business challenges, organizations must not only be focused on the economy, production, and administration but also communication as the main axis of business action; because this constitutes the central system of all the processes of an organization (Luz & Saul, 2018). That is why those in charge of giving a good internal communication must have an understanding that the process that is implemented, influences the personality and emotions of each person, contributing in terms of job satisfaction, learning, among others (Luz & Saul, 2018).

Communication is a daily and important activity within companies, therefore the success or failure of an organization depends on the people who work in it because it is these that define the work processes and use the resources of it (Luz & Saul, 2018). The reasons why there are problems in internal communication are the decrease in motivation, the deficiency in internal feedback, the relegation of human talent, the difficulty in a corporate strategy and the lack of knowledge of the organization chart, it is for this reason we should highlight the importance of effective communication between organizations (Nakamura et al., 2017) and all the parties with

whom they interact, since the fundamental thing is to analyze and evaluate the attitude or opinion of each of those who are part of a company in order to maintain an affinity and solidarity among them and promote reciprocal development. The interest of this study therefore lies in examining the internal communication tools and its effect on employee performance and also provide solutions and recommendations.

Research Objectives:

1. To explore the various tools of communication use at ATU
2. To determine the perception of employees about the communication tools
3. To examine the extent to which the internal communication tools influence employee performance.

Significance of Study

The purpose of this study is to first, identify various tools of communication being used at Accra Technical University. The second purpose of the study is to determine the most effective and cost-efficient tool being used and also to determine if employee performance is influenced by Internal Communication tools at Accra Technical University. If scientific research could support this notion, internal communication would be viewed as integral to engagement. Past research has provided some information on internal communication and its relationship with job satisfaction (Hayase, 2009). However, there is limited empirical research that can support the link between internal communication and employee engagement (Hayase, 2009). The data available are largely comprised of surveys and research conducted by private consulting firms that contain minimal information on communication and engagement. The current study will provide data on the

relationship between internal communication tools and employee performance and provide research on how internal communication affects employee performance.

Limitation of Study

The limitations of this study was the inability to collect data from the entire population of Accra Technical University as a results of the constraints to time, resources and access. Also, the questionnaires sent out did not receive a 100% response rate by respondents but 82% which can still be relied on to examine internal communication tools and employee performance.

Scope of Study

The study will examine internal communication tools and employee performance: A study of Accra Technical University. The study will be conducted on the Accra Technical University by collecting data from employees at the university.

Organization of Study

The study is categorized into five main chapters. Chapter one discussed the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and limitations of the study and organization of the study. Chapter two comprised of the literature of related studies. It focused on internal communication, tools of internal communication. It discussed effective communication channels, effective communication, the internal communication and employee performance, the effect of communication on employee performance as well as the barriers in communication systems. Chapter three outlined how data was collected for the research work. The chapter discussed research design, sample and sampling

techniques, how the questionnaires will be designed, administered and how data was analyzed. Chapter four further explained how data was analyzed and discussed the findings of this research. Chapter five is the final chapter which will summarize the whole study carried out by the researcher. Here, necessary conclusions based on the various findings and recommendations were made by the researcher.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews the literature on internal communication, theoretical framework. It discusses effective communication and channels, the internal communication and employee performance, the effect of communication on employee performance as well as the barriers in communication systems and empirical review.

Internal Communication

Internal communication is communication between the organizational leaders and its key publics: the employees (Dolphin, 2005). It is “social interaction through messages” (Kalla, 2005) and reflects management’s ability to build relationships between internal stakeholders at all levels within an organization (Welch & Jackson, 2007). It has also been defined as, “the communication flow among people within the boundaries of an organization” (Mazzei, 2010). Internal communication is an enabler of providing support to employees and is one of the primary factors for engaging them within organizations. Adonis (2006) recognizes transparency as the key to communication, and suggests that communication should be regular, open and verbal to increase trust between employees and management as well as making employees feel important and reducing the chances of the employees not knowing what is going on in the organization. According to Frank and Brownell (1989), internal communication refers to “communication transactions between individuals and/or groups at various levels and in different areas of specializations that are intended to design and redesign organizations, to implement designs, and

to co-ordinate day-to-day activities”. However, internal communication can be defined as “the planned role of communication actions to systematically influence the knowledge, attitudes and behaviors of the existing employees” (Stauss & Hoffmann, 2000). According to Yeomans (2006) ‘Exploring Public Relations’, internal communication can be referred to as “an organization’s managed communication system” where employees are regarded as a public or stakeholder group.

Internal communication is one of the most important activities in organizations (Harris & Nelson, 2008). Primarily, relationships grow out of communication and the survival and functioning of organizations is largely dependent on effective relationships among groups and individuals. It helps for activity coordination, socialization, problem solving and decision-making. (Jones et al., 2004). It acts as an enabler of motivation, shared trust and engagement, thereby catering to the hopes, emotions, accomplishments and ambitions of employees in the organization; thereby facilitating them to make sense of their respective organizations and what they stand for (Harris & Nelson, 2008). In recent years, the approach towards internal communication is transforming based on several changes taking place in the workplace. Argenti (1998) elaborates on how the overall workplace environment is becoming more globally competitive and interdependent on several other organizations, which is leading to a need for more engaging and systematic internal communication. A seminal component of the functioning of organizations is organizational communication. Communication drives relationships and frames behaviors of people in the workplace and is a significant factor in the effectiveness of organizations (Pettinger, 2000 and Vecchio, Hearn & Southey, 1994)

The role of internal communication is undergoing several substantial changes (Baines, Egan and Jefkins, 2004; Keenan and Hazelton, 2006; Therkelsen and Fiebich, 2003; Yeomans, 2006). Its various ‘eras’ (Harkness, 2004) have evolved from employee entertainment (1940s), to

informing (1950s), to persuading (1960s), to supporting industrial relations (1970s) to open communication (1980s), to employee engagement (2010) (Tourish and Hargie, 1998; Smith and Mounter, 2005; Yeomans, 2006). One of the most significant roles of internal communication is now becoming employee engagement, involvement and commitment to achieve organizational business goals, which highly relies on two-way participative communication (Stroh & Jaatinen, 2002).

There are tools for effective internal communication and Wallace (2004) points out that the type of medium chosen by the manager may depend on the richness or effectiveness of the medium, the cost and efficiency, the symbolism and also whether there is some equivocality in the message being sent. Some of the tools are: interviews, memorandums, telephone, report, face to face discussion, posters, questionnaire and survey, intranet, notice board, complaint and suggestion boxes.

There are also communication channels and they are; downward or top-down communication, upward communication, horizontal communication, diagonal communication and grapevine communication. Downward communication refers to those message systems that proceed virtually down the chain of command from managers to subordinates. It takes the form of office orders, company publications, performance judgment, job instructions, company orientations and training for the job (Krishan, 2011). In layman's terms all the communications which flow from management to employees or seniors to juniors, fall in this direction (Krishan, 2011). Upward communication also flow from employees to up the chain of command. It may be formal or informal. With the fluidity of information in business today, leaders need to be masterful listeners; they need to be able to receive as well as send. Thus, the ceaseless flow of communication and information in upward direction is vital for the success and growth of the organization

(Krishan, 2011). Organizations are comprised of various teams, e.g. accounts team, HR team, marketing team etc. Horizontal communication is communication within teams and it takes place between people on the same level, either within the same department or across the departments. Horizontal communication tends to be more relaxed, easier and friendlier. All the participants are on the same level and communicate to each other in order to achieve the objectives of the team. (Krishan, 2011). Diagonal Communication is communication that crosses both work areas and organizational levels. When a finance and accounts official communicates directly with a regional marketing manager about a customer's problem —the different department and different organizational level – that's an example of diagonal communication (Krishan, 2011). There is no particular source or destination for this grapevine communication. It can be termed as rumors, but sometimes these were intentionally generated by using some tactics by the top management. For instance, management can generate rumors that the firm is giving out 20% bonus for Diwali. But after assessing the reactions of employees they may refute the rumors and announce accordingly (Krishan, 2011).

Effective Communication

There is an effective communication when a satisfactory effect is resulted from intentional or unintentional information sharing. This information when encoded by a manager is interpreted between various entities and emulated on it in a desired manner. However, the effect it is also ensues the message is not blocked during the communication process. In quest of this, it is believed that effective communication serves the purpose for which it was intended. Whenever the desired effect is not succeeded, factors such as communication barriers are explored with the aim to discover how the communication has been ineffective. Conferring to some studies, communication

is effective when the following considerations are arrived at; understanding, compatibility, display of positive behaviors, smoothness of communication, positive outcomes, positive non-verbal communication and adapting of messages communicated (Robbins et al., 2010). According to Ainobushoborozi (2013) communication technique employs managerial proficiency in encoding as well as decoding information in a productive manner.

Ainobushoborozi (2013) harnessed on the seven (7) indicators to achieve effective communication which are: completeness, conciseness or brevity, consideration, clarity, concreteness, courtesy, correctness.

Theoretical Framework

Communication is affected by the organization's structure, and vice versa. Larsson (1997) states that communication is one of the most important components for the organization to function properly. Before internal communication managers can choose the appropriate goals and objectives for their programmes, they must analyze the structure and environment of the organization. For this thesis, managers were interviewed to identify the management approach in Eleiko. Focusing on management and organization, Grunig and Hunt (1984) summarize four kinds of management theory and show how the structure and environment of an organization affects employee communications. Management in structured organizations reflects the first two of these theories – machine theory and human relations theory. Structured organizations centralize decision-making at the top, have formal roles and rules, and are likely to operate in a static environment. Management in unstructured organizations reflects the other two – human resources and systems theory, operating in a dynamic environment.

Machine theory, first set out by Katz and Kahn, describes a group of theories which “treat the organization as a machine whose control and coordination can be engineered” (Grunig & Hunt, 1984). Employees have little freedom, tasks are subdivided into simple parts and roles are standardized. Communication in this form is only to instruct employees on how to complete their tasks. It is downwards from management and is mainly in written format aimed at providing information which reinforces management’s control. Management in this kind of organization advocates downward communication and discourages horizontal communication between groups of employees. Machine theory reflects the bureaucracy concept in the “classical management theory” developed by Weber (1947, in Byers, 1997) which has become synonymous with organizational inefficiency and insensitivity due to its formalized, inflexible and insensitiveness to workers’ needs.

The human relations theory arose from two studies in the late 1930s and early 1940s. These studies suggested that employees would be more productive if management paid special attention to them. However, in this approach, communication was seen as something to make people feel good rather than to help them do their jobs (Grunig & Hunt, 1984). Management policies are always presented in a positive, unquestioning fashion, and the emphasis is on social events. Instructions were replaced with expressive communication, but the downward flow of information was still emphasized. Suggestion boxes, company social events and visits by management to work areas were merely superficial gimmicks rather than genuine attempts at upward communication.

Human resources theory developed from human relations theory, but advocated actual involvement rather than just lip service to it. In contrast to human relations theory, human resources theory emphasized actual involvement as a way of motivating employees which required a less structured organization and more individual autonomy. Högström et al. (1999) consider the

dialogue in human resources theory very important for the success of the organization in order to work towards and achieve the organization's goals. Most human resources theories have their roots in psychologist Abraham Maslow's "hierarchy of needs" (Grunig & Hunt, 1984). According to Grunig and Hunt's interpretation, people first pay attention to their lower order needs – food, shelter and security. These needs can be met through the economic exchange of machine theory. But once these needs are met, they look for self-esteem and self-actualization.

Finally, systems theory maintains that no one structure will be appropriate for all organizations, in contrast to the previous three theories which were 'all or none' theories. System theory stresses that no one structure and its accompanying communication system will be appropriate for all organizations. It all depends on each organization's environment and its technology. This means that some organizations within a static environment will be centralized, with a communication system which mixes both instructions and expressive communications, emphasizing downward flow of information from management to workers. Less educated and specialized workers will be most satisfied with this structure, but it would not work for professional employees. They would be more satisfied in an organization within a dynamic environment with open and complex communication flows. Thus, different organizations will choose different models of employee communication, depending on their environments and organizational goals (Byers, 1997).

Erikson (2002) describes three types of organizations which have different attributes. The first is a top-down organization which is centralized where the communication is performed by giving orders with little opportunity for feedback. The second is a delegated organization which is decentralized and characterized with a more even form of communication with possibility of having dialogues. However, there is a clear division between the management and the employees.

The third organization built on consensual responsibilities and open dialogue. This type of organization has flexible boundaries between internal and external communication. According to Strid (1999), the manager is the natural communication channel concerning information about employees' work assignments and is the major source of information and highly regarded among employees. However, Högström et al. (1999) state that as the organizational structure is changing in terms of decentralization, the manager's role as a communicator is also altered. Strid (1999) stresses that managers often lack the ability to communicate effectively and should be educated to understand the importance of internal communication. He adds that since managers constitute the link that brings the organization's units together, the effectiveness of the communication is dependent on how well they understand and perform it.

Internal Communication and Employee Performance

Schein (2004) recently surveyed the literature on how internal communication affects staff performance or vice versa, so the survey here is brief. Prior studies of the effect of internal communication on staff performance generally adopts an approach which involves how organizational information affects the employees' behavior and in turn their performance. This approach can involve tractable data, which makes it easier for researchers to find statistically significant results. But it doesn't tell us how employees' behavior towards IC affects the organizational size and structure. For example, in a large organization that is divided into divisions and these divisions are further divided into units, employees fail to know what is happening in the organization especially if it is not directly linked to their unit. This can be seen as a communication lapse that fails the organization in the long-run because if this employee is queried about this issue by an external party, they would not have an idea about it. This can build a negative reputation of

the organization by the external party. Prior research does not establish a clear correlation between IC practice and employees' behavior towards organizational communication. Early work by Larkin (1994) reports a positive correlation between external reputation and internal conversations. Comelissen (2004), Schein (2004), and Quirke (2008) all report no significant correlation between external reputation and organizational size and structure.

The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew and Suthinee, 2012). Rich et al, (2010) identified two types of employee performance for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in activities that provide indirect support for the organization's core technical processes (Borman and Motowidlo, 1997). These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions Werner (2000). However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes. The performance of employees on different jobs in close coordination is needed for 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 (Borman and Motowidlo, 1997). 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 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 the people to work sincerely and give their best output (Korkaew and Suthinee, 2012). The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction.

According to Korkaew and Suthinee (2012), advantages of higher performance in an organization include:

- (a) The productivity of individual on job increases
- (b) Employee gets job satisfaction at job
- (c) Involvement of employees in their jobs increases
- (d) A sense of commitment and loyalty among employees develop
- (e) Employees get higher salaries and incentives on production basis
- (f) Quality and quantity of the total production increase
- (g) Good will of the organization goes high etc.

Effect of Communication on Employee Performance

Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success. 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 is able to 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 the 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 furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order 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. In obtaining such a good performance, the managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process. Beyerlein et al. (2003) states, it is management responsibility to align support systems in the strategic design so that employees can communicate their needs and frustrations, as this will keep an organization functioning effectively and make the most of people who are an organizations greatest resource. Furthermore, other studies have investigated openness of communication have direct relationship with employee performance (Dwyer, 2005). In addition, supportive communication from fellows has received some attention as a source of employee performance (Ducharme and Martin, 2000).

Barriers in Communication Systems

Communication is considered ineffective when there is poor listenership, no clarity in speech, bad timing of sharing information, use of jargons, making sarcastic statement or using careless words, attaching emotions to speeches, adopting poor non-verbal communication and portraying deceitful thoughts in communication (Otoo, 2015). Ineffective interaction becomes a blockade to organizational success (Miller, 2009). Many at times, wrong perception also hampers

communication that is, the employees might perceive the message in different meaning which was not intended by the manager (Otoo, 2015). Meaning that, there can be a problem in encoding and decoding of message as already stated earlier. Congested organizational structure can also result in communication breakdowns (Cheryl, 2013). When there are complexities in the organizational structure and the number of hierarchical levels in an organization, the chances of loss or misinterpretation of messages becomes greater (Richmond & McCroskey, 2009). Grapevines as a form of informal channel in communication tend to develop in such an organization thereby obstructing effective communication. In absence of healthy open-door policy, communication may be misunderstood.

Poor listening also leads to ineffective communication (Miller, 2006). Referring to previous studies, emotions like anger and stress may also lead to communication breakdown as messages may be interpreted in wrong manner when a person is angry and frustrated than when he is relaxed (Otoo, 2015). Sometimes, the messages are not carefully planned (For example, the medium of transmission of message and the time of message delivery are not chosen rightfully). This again makes communication ineffective. Linguistic differences are a great obstacle in effective communication (Otoo, 2015). This is perhaps due to ambiguity of language. Managers should try to overcome all the causes for communication breakdowns so as to ensure organizational success (Otoo, 2015).

Review of Related Studies

In the light of this study, there have been many researchers and theorists who have dealt into it and brought about many findings, which are been used in most of the modern organizations as far as effective communication is concerned. Femi (Ph.D.) conducted a study on “The Effect of

Communication on Workers' Performance in Selected Organizations. In Lagos State, Nigeria" he saw communication as an important component of organization's project. This because it was assumed the global world has become widespread that, most organizations petition to meet their needs with a lesser resource moral through communication. His research tests the substantial relationship amid communication and workers' performance in some designated organizations in Lagos State, Nigeria. Statistics for the research were gathered through questionnaire with sample populace of 120 respondents. The outcome of the research revealed the relationship between effective communication and workers' performance, productivity and commitment. Per the outcome showed in the study, a recommendation was made for managers to communicate with employees consistently and regularly to improve workers commitment and performance.

Linjuan and Chun-ju, 2015 also conducted a study and the purpose of their paper was to investigate the effect of communication channels, and communication attributes of transparency and authenticity on employee engagement in China. They used a web survey to conduct the study with 407 employees randomly selected from a variety of medium-sized and large corporations in China. The study results showed that face-to-face interactions and social media were the most effective channels in building organizational transparency, authenticity, and engaging employees in China. Organizational transparency and authenticity demonstrate strong positive effects on employee engagement. This study was among the first empirical attempts to examine the impact of corporate communication channels on employee engagement in China. It also contributes to the growing literature on corporate transparency and authenticity, two of the major communication trends identified in the twenty-first century.

Vora & Patra, 2017 also conducted a study on the importance of internal communication and its impact on employee engagement in organizations. The purpose was to study how

companies are recognizing, understanding, implementing and monitoring internal communication along with its role and importance, further realizing its effects and impact on long-term relationship building, organizational commitment and engaging employees in the organization in the current context. This research paper followed a qualitative research methodology. The study conducted on both primary research like, in-depth interviews and survey based on questionnaire and secondary research based on previously published research papers and articles. Finally, the finding of the study supported the existence of a positive relationship between internal communication and employee engagement in organizations.

Tumbare (2009) did a research on an internal communication assessment of the Lilongwe City Assembly. Her study assessed the organizational communication of the Assembly. Explicitly, the effect of internal communication at the Lilongwe City was measured. The methodological approach measured their current and ideal amounts of information within the organization. These are receiving information from others, sending information to others, action on information sent, channels of communication, communication relationships, communication and work satisfaction, timeliness of information received from key sources and sources of information. Findings from a sample of 186 respondents of the Assembly indicated a great need to receive information and to interact with Assembly management more frequently than what is happening currently. The communication between subordinates and co-workers seems to be satisfactory. Wang (2005) presented a paper, which sought to investigate the functions of socio-emotional-oriented communication and job-related communication in augmenting institutional commitment in the People's Republic of China. A statistical methodology was used to analyze data from a questionnaire. Sample size of 69 was selected as respondents. The key findings from the study were that, social-emotional-oriented communication among employees is a positive indicator of

performance. Conversely, the finding failed to establish any unique linkage between horizontal and social-emotional communications. The paper concluded that, vertical and job-related communication helps employees of governmental agencies in China to remain focus to the outlined objectives of their organizations.

From the findings of literature review of several cited research papers and studies, it is clear that several scholars and practitioners are identifying the role and importance of internal communication, and stating how it has benefitted several organizations in the long run. Although the term “employee engagement” has been gaining popularity since the last two decades. And also various scholars and organizations are beginning to identify internal communication as one of the primary factors that is influencing and encouraging employee engagement and its importance (Vora and Patra, 2017).

Conclusion

Multiple studies have shown that effective internal communication positively affects employee performance and job satisfaction. Also, only a few studies have been conducted to examine the relationship between internal communication tools and employee performance. For internal communication, little research has gone beyond job satisfaction to address factors that affect employees and organizations of today. Consequently, empirical research on the link between internal communication tools and employee performance is rare, if available at all. Though the area of research on organizational and internal communication has existed for several decades, research on employee performance is a fairly new phenomenon. This current study will examine whether a relationship between internal communication tools and employee performance. This study will explore the existence of internal communication within an organization, as well as any relationship that exists between effective internal communication tools and employee

performance. Several past studies will lend to further research in the present study. The current study will build upon these previous studies by examining whether there is a relationship between communication tools and employee performance. In chapter 3, the methodology behind the proposed study is also introduced.

Definition of Terms

ATU - Accra Technical University

IC - Internal Communication

CHAPTER THREE

METHODOLOGY

Introduction

This chapter discussed the research design, population of study, sample and sampling procedure, instrument, data collection procedure and data analysis procedure.

Research Design

According to Ghauri et al., (2005) there are two methodologies in research and they are qualitative and quantitative methods. In qualitative method, the researcher does not primarily seek statistical results but aims to collect the quality and essence to capture a deeper understanding of underlying causes. A quantitative research method was used in data gathering. This dealt with quantifying and analyzing of the variables to get results. It also focused with the analysis of numerical data using statistical techniques to answer question about the “who, what, how much, where, when, how many, and how” of a phenomenon (Apuke, 2017).

Population of Study

A population can be explained as a comprehensive group of individuals, institutions, objects and so forth with have a common characteristics that are the interest of a researcher (Rafeedalie, 2021). Accra Technical University formally known as Accra Polytechnic was established in 1949 and was commissioned in 1957. The campus is located at Barnes road, Accra. Presently, the population of the university has sixteen (16) academic departments and twenty-five (25) directorates with an overall staff population estimated to be around thousand (1000).

Sample and sampling techniques

A stratified random sampling technique was used to select the respondents from a total of (17) departments and directorates out of the entire population. And the sample size was calculated using Slovin's formula (Slovin, 1960).

Slovin's Formula:

$$n = \frac{N}{1+Ne^2},$$

Where;

n = Number of sample size

N = total population

e = confidence level

Given:

$$N = 200$$

e = standard confidence level is 90% -95%. The researchers intend to use a confidence level of 95% for a better accuracy, which will give a margin error of 0.05.

Solution:

$$N = 200$$

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$n = 133.3 \approx 133$$

Hence, the sample size for the study was 133

Instrument

Questionnaire was the tool designed for the collection of the quantitative data. The questions in the questionnaire were in the form of closed-ended questions. The close ended questions offered a set of alternative answers from which the respondents were asked to choose the one that most closely represented their views. The questionnaires were standardized and in a way the researcher did not have an influence on the responses by the respondents. And the questionnaires reflected the research aims and objectives.

Data Collection Procedure

A well-structured close-ended questionnaire was used to collect primary data from the selected respondents and relevant secondary data was collected from selected journals, books, reports, and websites. The questionnaires were self-administered by the researcher and made available to the randomly selected respondents. Respondents were given ample time to complete questionnaires and was collected by the researcher at the end of the week and about 82% which is a majority of the respondents completed their questionnaires. The goal of the study was explained to the respondents and were assured of confidentiality.

Data Analysis Procedure

Statistical Package for Social Scientist (SPSS) version 22 was used to analyze the collected data. A regression analysis was used in analyzing the data to quantify the degree to which communication tools affects employee performances and also evaluate how much one variable change when the other does. Findings were presented in the form of frequencies, tables, charts, means and standard deviations

Conclusion

This chapter discussed the research design, population of study, sample and sampling procedure, instrument, data collection procedure and data analysis procedure. A quantitative research method was used in data gathering. Accra Technical University formally known as Accra Polytechnic was the population of study and the population of the university has sixteen (16) academic departments and twenty-five (25) directorates with an overall staff population estimated to be around thousand (1000) and a stratified random sampling technique was used in the selection of the respondents with a total sample size of 133 with 110 respondents completed their questionnaires which represents 82% of respondents. The instrument that was used for data collection was closed ended questionnaires which was self-administered by the researcher. SPSS version 22 was used to analyze the collected data.

In chapter 4, findings of data collected was analyzed and interpreted and was presented in the form of frequencies, tables, charts, means and standard deviations.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this chapter discusses the results acquired from the analysis of data collected from primary sources. The result analysis was conducted according to the research objectives and was grouped into four sections. All the sections involved the use of quantitative statistical analysis using descriptive and regression analysis technique and they were represented in the form of tables, charts, frequencies, mean, standard deviation and charts.

Communication Channel Frequency and Effectiveness

In this section, respondents were asked to indicate the channels they frequently use in communication with their supervisors, with their co-workers as well as their most effective internal communication tools. The results indicated that the channel frequently used by respondents is the telephone with a mean of 2.1727, the channel they use to communicate with their direct supervisor being Face-to-face with a mean of 1.4545 and also face-to-face is the channel they use in communicating with their co-workers. As details are shown in Table 4.1.

Table 4.1: Communication Channel Frequency

	Minimum	Maximum	Mean	Std. Deviation
What channel do you frequently use?	1.00	4.00	2.1727	0.87639
What channels do you communicate with direct supervisor?	1.00	4.00	1.4545	0.81989

What channels do you communicate with co-workers	1.00	2.00	1.1818	0.38746
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Author's Source, 2021

Effective Internal Communication Tools

A Likert 5 scale was used to indicate and examine the most effective internal communication tools being used at ATU where it was represented by 1- Excellent, 2- Very Useful, 3- Useful, 4- Somehow Useful and 5- Not Useful. From table 4.2, it indicated the most effective internal communication tool being used at Accra Technical University which was Face-to-face with a mean value of 1.67 and standard deviation of 0.84711. The second most effective tool was Written (Memos) with a mean value of 1.88. This was followed by Telephone and E-mail with mean values of 2.15 and 2.18 respectively. It was also indicated that Grapevine had no extent of usefulness in communication.

Table 4.2: Effective Internal Communication Tools

	Mean	Median	Std. Deviation	Minimum	Maximum
Face to Face	1.6727	1.0000	.84711	1.00	4.00
Telephone	2.1545	2.0000	.76849	1.00	4.00
Written (Memos)	1.8818	2.0000	.96481	1.00	5.00
E-mail/Internet	2.1835	2.0000	1.06428	1.00	5.00
Grapevine (Rumors)	3.9273	4.0000	1.13096	1.00	5.00

Author's Source, 2021

Perception of Employees about the Communication Tools

Table 4.3 shows that 26 respondents representing 23.6% strongly agreed that the current communication channel in place in their department notifies employees of changes being made in the department or the organization and 63 representing 57.3% of respondents also agreed, 19 representing 17.3% were neutral in their decision and 2 representing 1.8% strongly disagreed. This indicates that the current communication channel in the department notifies the employees of any form of changes being made in the department or organization.

Also, 27 respondents representing 24.5% strongly agreed that employees are notified in a timely manner with much details when changes are taking place in the institution or department and 66 representing 60% of respondents agreed, 11 respondents representing 10% were neutral in their decision and 6 respondents representing 5.5% disagreed. This indicates that employees are notified in a timely manner with much details when changes are taking place. Again, 15 respondents representing 13.6% strongly agreed that communication barriers exist in the institution and 57 respondents representing 51.8% respondents agreed, 34 respondents representing 30.9% were neutral in their decision and 4 respondents representing 3.6% disagreed. 26 respondents representing 23.6% strongly agreed that department supervisors should have their own internal communication system with employees and 58 respondents representing 52.7% agreed, 23 respondents representing 20.9% were neutral in their decision and 3 respondents representing 2.7% disagreed. This is a clear indication that respondents want department supervisors to have their own internal communication system with employees. Again, 36 representing 32.7% of respondents strongly agreed that ATU is concerned about improving communication with employees and 45 representing 40.9% of respondents agreed, 26 representing

23.6% were neutral in their decision and 3 representing 2.7% disagreed. This is a clear indication that respondents agree that ATU is concerned about improving communication with employees. Lastly, 44 representing 40% of respondents strongly agreed that poor communication is a source of stress for employees and 47 representing 42.7% of respondents agreed, 11 representing 10% were neutral in their decision and 8 representing 7.3% disagreed. This is a clear indication that respondents agree that poor communication is a source of stress for employees at ATU.

Table 4.3: Perception of Employees about the Communication Tools

	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
The current communication channel in place in my department notifies employees of changes in the department/organization	26.3	57.3	17.3	-	1.8
Employees are notified in a timely manner with much detail when changes are taking place	24.5	60	10	5.5	-

Communication barriers exist in my institution	13.6	51.8	30.9	3.6	-
Department supervisors should have their own internal communication system with employees	23.6	52.7	20.9	2.7	-
ATU is concerned about improving communication with employees	32.7	40.9	23.6	2.7	-
Poor communication is a source of stress for employees	40	42.7	10	7.3	-

Author's Source, 2021

Effects of Internal Communication Tools on Performance

In Table 4.4, respondents indicated that the internal communication tools improves their performance with mean values, 1.68, 1.83, 1.59, 2.14, 1.78, 1.91, 1.86, 2.35 and 1.85 by agreeing and strongly agreeing that it improves communication and understanding between colleagues, makes communication with supervisors easier, helps them exchange information with colleagues easily, helps them seek for advice and opinions from others, makes them more aware of things going on in the organization, gives them an avenue to share ideas and experience at work, helps

them express themselves better, gives them a way to influence others and the institution and allows them to effectively help the organization improve its products and services respectively.

Table 4.4: Effects of Internal Communication Tools on Performance

	Mean	Median	Std. Deviation	Minimum	Maximum
Improves communication and understanding between colleagues	1.6852	2.0000	0.48622	1.00	3.00
Makes my communication with my supervisors easier	1.8333	2.0000	0.52060	1.00	3.00
Helps me exchange information with my colleagues easily	1.5926	2.0000	0.64180	1.00	3.00
Helps me seek for advice and opinions from others	2.1415	2.0000	0.78605	1.00	4.00
Makes me more aware of things going on in the organization	1.7870	2.0000	0.58086	1.00	4.00
Gives me an avenue to share my ideas and experience at work with my colleagues	1.9167	2.0000	0.68529	1.00	5.00
Helps me express myself better	1.8611	2.0000	0.74204	1.00	5.00

Gives me a way to influence others and the institution	2.3519	2.0000	0.96009	1.00	4.00
Allows me to effectively help the organization improve its products and services	1.8519	2.0000	0.69464	1.00	5.00

Author's Source, 2021

Multiple Regression on the Effect of IC Tools and Employee Performance

From Table 4.5, there is one independent variable and five predictor values i.e. Face-to-face, written (memos), e-mail/internet, telephone and grapevine. With an adjusted R Square of 0.196 indicating that 19.6% of the variance of the dependent variable is explained by the independent variable. Again, the mean squares (2.057, 0.333), $F = 6.180$ and $p\text{-value} < 0.05$ shows it is statistically significant as shown in the ANOVA Table (Table 4.11). The coefficient values were also Face-to-face, written (memos), e-mail/internet, telephone and grapevine. It indicated face-to-face and written (memos) to be statistically significant and having an impact on the outcome variable which is employee performance with a p-value of 0.006 and 0.002 respectively. For unstandardized coefficients, an increase by a value of one in face-to-face will effect a change of 0.223 on employee performance and an increase also by a value of one in written (memos) will effect a change of 0.223 on employee performance. And in the standardized coefficients, an increase by a value of one in face-to-face will effect a change of 0.297 on employee performance and an increase also by a value of one in written (memos) will effect a change of 0.339 on employee performance. Hence, at 95% confidence interval the actual value for face-to-face between

unstandardized and standardized is between 0.065 and 0.381 and the actual value for written (memo) at 95% confidence interval for unstandardized and standardized is between 0.088 and 0.359.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.484(a)	.234	.196	.57695	.234	6.180	5	101	.000

a Predictors: (Constant), Grapevine (Rumors), Telephone, E-mail/Internet, Written (Memos), Face to Face

Table 4.6 ANOVA

Mode		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.286	5	2.057	6.180	.000(a)
	Residual	33.620	101	.333		
	Total	43.907	106			

a Predictors: (Constant), Grapevine (Rumors), Telephone, E-mail/Internet, Written (Memos), Face to Face

b Dependent Variable: Helps me exchange information with my colleagues easily

Table 4.7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.776	.268		2.895	.005	.244	1.308
Face to Face	.223	.079	.297	2.806	.006	.065	.381
Telephone	-.075	.091	-.091	-.827	.410	-.256	.105
Written (Memos)	.223	.068	.339	3.262	.002	.088	.359
E-mail/Internet	.069	.061	.115	1.131	.261	-.052	.190
Grapevine (Rumors)	.009	.050	.015	.175	.862	-.090	.107

a Dependent Variable: Employee Performance
Author's Source, 2021

Demographic Data of Respondents

Demographic data of respondents was collected in the last section of administered questionnaires. From the results it is realized majority of the respondents were females. Precisely, 66% were females while 40% were males. Majority of respondents (50.9%) were also between the ages 26 – 39 years, 35.5% were between 18 – 25 years, 11.8% were between 40 – 55 years and 1.8% were 56 and above. 47.6% and 26.7% of respondents were either undergraduates or graduates respectively while 10.5% were diploma holders, 6.4% had certificates and 8.6% were postgraduates. Also, majority of respondents (58.2%) have worked at ATU between 0 -5 years, 19.1% of respondents have also worked between 6 – 10 years, 20.9% have also worked between 11 – 19 years and a few of respondents 1.8% have worked 20 and above years. Most of the respondents (27.3%) also worked at the Public Affairs Department, 15.4% at the Finance Department and 7.3% worked at the Secretarial and Management Department. Finally, 53.5% of

respondents were Junior Staff and 37.6% were Senior Staff with 8.9% of respondents in Management.

Gender		
Gender	Frequency	Percentage (%)
Male	44	40
Female	66	60
Total	110	100
Age of Respondents		
Years	Frequency	Percentage (%)
18 – 25	39	35.5
26 – 39	56	50.9
40 – 55	13	11.8
56 and above	2	1.8
Total	110	100
Qualification		
Educational Level	Frequency	Percentage (%)
Certificate	7	6.4
Diploma	11	10.5
Undergraduate	50	47.6
Graduate	28	26.7
Postgraduate	9	8.6
Total	105	100
Period of Employment		
Years	Frequency	Percentage (%)
0 – 5	64	58.2
6 – 10	21	19.1
11 – 19	23	20.9
20 years and above	2	1.8
Total	110	100
Department of Respondents		
Department	Frequency	Percentage (%)
Academics	2	1.8
Accounts	1	.9
Administration	1	.9
Bisec	4	3.6
DRIPTT	4	3.6
Engineering	5	4.5
Fashion	5	4.5
Finance	17	15.4
Human Resource	2	1.8
I.T	4	3.6
Internal Audit	1	.9
Marketing	3	2.7
Procurement	2	1.8
Public Affairs	30	27.3
Registry	4	3.6
Science Lab Tech	4	3.6
Sec and Management	8	7.3
Missing	13	11.8
Total	110	100.0

Staff Category		
Category	Frequency	Percentage (%)
Management	9	8.9
Senior Staff	38	37.6
Junior Staff	54	53.5
Total	101	100.0

Table 4.8: Demographic Data of Respondents

Discussion and Interpretation of Findings

Dolphin, (2005) defined internal communication as communication between the organizational leaders and its key publics: the employees. It is “social interaction through messages” (Kalla, 2005) and reflects management’s ability to build relationships between internal stakeholders at all levels within an organization (Welch & Jackson, 2007). Wallace (2004) points out that the type of medium chosen by the manager may depend on the richness or effectiveness of the medium, the cost and efficiency, the symbolism and also whether there is some equivocality in the message being sent. Some of the tools are: interviews, memorandums, telephone, report, face to face discussion, posters, questionnaire and survey, intranet, notice board, complaint and suggestion boxes. Finding from the study indicated that the tools used at Accra Technical University (ATU) are face-to-face, written (memos), telephone and e-mail. With the most effective tool being face-to-face followed by written (memos).

Respondents had various perceptions about internal communication as they agreed that the current communication channel in the department notifies the employees of any form of changes being made in the department or organization, they are notified in a timely manner with much details when changes are taking place in the institution or department and that communication barriers also exist in the institution. Miller, (2009) explains that ineffective interaction becomes a blockade to organizational success. Many at times, wrong perception also hampers communication

that is, the employees might perceive the message in different meaning which was not intended by the manager (Otoo, 2015). Meaning that, there can be a problem in encoding and decoding of message as already stated earlier. Congested organizational structure can also result in communication breakdowns (Cheryl, 2013). Hence, leading to communication barriers in an organization as ATU also has communication barriers. Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success. 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).

The human resources theory developed from human relations theory, but advocated actual involvement rather than just lip service to it. In contrast to human relations theory, human resources theory emphasized actual involvement as a way of motivating employees which required a less structured organization and more individual autonomy. Högström et al. (1999) consider the dialogue in human resources theory very important for the success of the organization in order to work towards and achieve the organization's goals as findings from this study affirms that internal communication improves communication and understanding between colleagues, make my communication with easier and effectively help the organization improve its products and services.

Schein (2004) recently surveyed the literature on how internal communication affects staff performance. Prior studies of the effect of internal communication on staff performance generally adopts an approach which involves how organizational information affects the employees' behavior and in turn their performance. This approach can involve tractable data, which makes it easier for researchers to find statistically significant results. But it doesn't tell us how employees' behavior towards IC affects the organizational size and structure. Prior research does not establish

a clear correlation between IC practice and employees' behavior towards organizational communication. In addition, supportive communication from fellows has received some attention as a source of employee performance (Ducharme and Martin, 2000).

A multiple regression analysis was conducted and findings indicated face-to-face and written (memos) to be statistically significant and having an impact on the outcome variable which is employee performance with a p-value of 0.006 and 0.002 respectively. For unstandardized coefficients, an increase by a value of one in face-to-face will effect a change of 0.223 on employee performance and an increase also by a value of one in written (memos) will effect a change of 0.223 on employee performance. And in the standardized coefficients, an increase by a value of one in face-to-face will effect a change of 0.297 on employee performance and an increase also by a value of one in written (memos) will effect a change of 0.339 on employee performance. Hence, at 95% confidence interval the actual value for face-to-face between unstandardized and standardized is between 0.065 and 0.381 and the actual value for written (memo) at 95% confidence interval for unstandardized and standardized is between 0.088 and 0.359.

Conclusion

In this chapter discussed the results acquired from the analysis of data collected from primary sources. The result analysis was conducted according to the research objectives and was grouped into four sections. All the sections involved the use of quantitative statistical analysis using descriptive and regression analysis technique and they were represented in the form of tables, charts, frequencies, mean, standard deviation and charts. The next chapter summarizes the findings in chapter four, providing conclusion to the entire study as well as proposing recommendations for further research and implementation. This study was set out with the aim of answering the research

question of examining the extent to which the internal communication tools influences employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION

Introduction

This chapter summarizes the findings in chapter four, providing conclusion to the entire study as well as proposing recommendations for further research and implementation. This study was set out with the aim of answering the research question of examining the extent to which the internal communication tools influences employee performance.

Summary of Findings

In trying to answer the proposed research question, a descriptive statistic and a multiple linear regression was used. The statistics was represented in the form of a table with mean and standard deviation. It indicated the most effective internal communication tool being used at Accra Technical University is the Face-to-face with a mean value of 1.67 and standard deviation of 0.84711. The second most effective tool was Written (Memos) with a mean value of 1.88. This was followed by Telephone and E-mail with mean values of 2.15 and 2.18 respectively. It was also indicated that Grapevine had no extent of usefulness in communication. The multiple regression also showed a positive correlation between the internal communication tools i.e. face-to-face and written (memo) and employee performance. With an adjusted R Square of 0.196 indicating that 19.6% of the variance of the dependent variable was explained by the independent variable. Again, the mean squares (2.057, 0.333), $F = 6.180$ and $p\text{-value} < 0.05$ showed it is statistically significant. Also, face-to-face and written (memos) was determined to be statistically significant and having an impact on the outcome variable which is employee performance with a $p\text{-value}$ of 0.006 and

0.002 respectively. For unstandardized coefficients, an increase by a value of one in face-to-face will effect a change of 0.223 on employee performance and an increase also by a value of one in written (memos) will effect a change of 0.223 on employee performance. And in the standardized coefficients, an increase by a value of one in face-to-face will effect a change of 0.297 on employee performance and an increase also by a value of one in written (memos) will effect a change of 0.339 on employee performance. Hence, at 95% confidence interval the actual values for face-to-face between unstandardized and standardized is between 0.065 and 0.381 and the actual value for written (memo) at 95% confidence interval for unstandardized and standardized is between 0.088 and 0.359.

Recommendations

The study revealed a negative correlation with a standardized coefficient of $-.091$ and a p -value > 0.05 which is insignificant in the use of telephone as a communication tool at ATU where findings indicated it was the most frequent tool being used but respondents also indicated the most effective IC tool in their organization is face-to-face and written as there was also a positive correlation and significance between the measure of effective communication and employee performance using the multiple regression. The study recommends that there is need for ATU to embrace more forms of techniques and there should be improved efforts at ensuring that the most frequent tools to be used in the organization should be face-to-face and written (memos) instead of telephone. Moreover, other channels of communication such as the use of notice boards can be explored. In addition, email/internet communication must be improved.

Conclusion

This study investigated the internal communication tools and its influence on employee performance with ATU as a case study. Precisely, it identified the various tools being used, the perception of employees about the tools and also to examine the extent to which the internal communication tools influenced employee performance. And from the results, the communication systems used included face-to-face, written (memos), telephone, e-mail/internet and grapevine, with the most useful communication channel being face-to-face followed by written (memos). Employees had a positive perception about the communication tools and how it positively influences their performance. Finally, the multiple regression analysis found a positive correlation between the IC tools and employee performance. Hence, the results proved a significance in using IC tools to influence employee performance.

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APPENDIX

QUESTIONNAIRE

Dear Respondent,

I am a Graduate student at Ghana Institute of Journalism and I am carrying out a study on Internal Communication Tools and Employee Performance: A Study of Accra Technical University. All information received would be used for academic purposes only and will be kept confidential.

Instructions: Please kindly tick [] your response. Do not write your name on the questionnaire.

(Questionnaires for Staff)

SECTION A: Communication Channels

1. What channels do you frequently use?

Face-to-face [] Telephone [] Written (Memos) [] E-mail/internet []

2. By what channels do you communicate with direct supervisor?

Face-to-face [] Telephone [] Written (Memos) [] E-mail/internet []

3. By what channels do you communicate with co-workers?

Face-to-face [] Telephone [] Written (Memos) [] E-mail/internet []

How do you measure the extent of usefulness of the following channels in ATU? Indicate your choice by marking [√] under the options given.

		Excellent	Very useful	Useful	Somehow useful	Not useful
4.	Face-to-face					
5.	Telephone					
6.	Written (Memos)					
7.	E-mail/Internet					
8.	Grapevine (rumours)					

SECTION B: EMPLOYEE PERCEPTION ABOUT COMMUNICATION TOOLS

To what extent do you agree to the internal communication tools at ATU? Indicate your choice by marking [√] under the options given.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
9.	The current communication channel in place in my department notifies employees of changes in the department/organization					
10.	Employees are notified in a timely manner with much detail when changes are taking place (protocols, HR information, etc.)					
11.	Communication barriers exist in the institution					
12.	Department supervisors should have their own internal communication system with employees					
13.	ATU is concerned about improving communication with employees					
14.	Poor internal communication is a source of stress for employees					

SECTION C: EFFECTS OF IC ON EMPLOYEE PERFORMANCE

To what extent do you agree to the extent to which the internal communication tools influence employee performance at ATU? Indicate your choice by marking [√] under the options given.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
15.	Improves communication and understanding between colleagues					
16.	Makes my communication with my supervisors					
17.	Helps me exchange information with my colleagues easily					
18.	Helps me seek for advice and opinions from others					
19.	Makes me more aware of things going on in the organization					
20.	Gives me an avenue to share my ideas and experience at work with colleagues					
21.	Helps me express myself better					
22.	Gives me a way to influence others and the institution					
23.	Allows me to effectively help the organization improve its products and services					

SECTION D: Demographic Data

24. Gender: Male [] Female []

25. Age: 18-25 [] 26-39 [] 40-55 [] 56 & above []

26. Qualification:

Certificate [] Diploma [] Under-Graduate [] Graduate [] Post graduate []

Other (specify).....

27. How long have been employed by ATU?

0 - 5 years [] 6 - 10years [] 11 - 19years [] 20 years and above []

28. What is your department of operation?

.....

29. Staff category?

Management [] Senior staff [] Junior staff []

Other (specify).....