

**CHRISTIAN SERVICE UNIVERSITY COLLEGE  
DEPARTMENT OF COMMUNICATION STUDIES**

**AN ASSESSMENT OF THE EFFECTS OF INTERNAL COMMUNICATION  
PRACTICES ON EMPLOYEE PRODUCTIVITY; A SURVEY OF THE VIEWS OF  
EMPLOYEES OF AKUAFO ADAMFO MARKETING COMPANY LTD**

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**A PROJECT WORK SUBMITTED TO THE CHRISTIAN SERVICE UNIVERSITY  
COLLEGE IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD  
OF A BACHELOR'S DEGREE IN COMMUNICATION STUDIES**

**(PUBLIC RELATIONS OPTION)**

**JUNE, 2015**

**STATEMENT OF AUTHENTICITY**

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## **ABSTRACT**

This study sought to assess the effects of internal communication practices on employee productivity at Akuafo Adamfo Marketing Company Ltd (AAMC).

The objectives of the study were to assess the nature of internal communication practices at AAMC , to find out if internal communication practices positively affect employee productivity, find out if internal communication practices negatively affect employee productivity and lastly to find out the preferred modes of communication amongst employees of AAMC. The research used quantitative approach to gather information from the employees. With a confidence level of 95% and a confidence interval of 7.5, the sample size accessed from the study population of 190 was 90 employees. The study established that communication practices implemented at AAMC affect employee productivity positively. The nature of communication at AAMC is an interactive one where employees have the opportunity to interact with their superiors and heads of departments. The result of the study has shown that, internal communication has an effect on employee productivity at AAMC. Employees are affected negatively when communication is ineffective and positively when communication is effective. The study therefore recommends top management of AAMC must consider the preferred mode of communication tools that was suggested by the respondents in the study to ensure that communication is effective at AAMC.

## **DEDICATION**

This study is dedicated to our spouses and our entire families who played vital roles in our education. We also dedicate this study to our supervisor Mr Fortune Tella who has been consistent in ensuring that this study is a success. We cannot forget all our lecturers in the Department of Communication Studies who have been there for us throughout the course of our study on the CSCU campus.

God richly bless you all!!!

## **ACKNOWLEDGEMENTS**

We are so grateful to the Almighty God for his mercies, kindness and guidance for making it possible for us to finish this work.

We express our profound gratitude to our supervisor, Mr. Fortune Tella, lecturer of Christian Service University College for his constructive criticism, suggestions, contributions, directions and above all his encouragement towards the realisation of this study.

Our sincere gratitude also goes to our family and friends and also to Uncle Fabio, for his assistance during the study. Finally, we thank the entire staff body of Akuafo Adamfo Marketing Company Ltd for their support.

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# CHAPTER ONE

## INTRODUCTION

### 1.0 Background to the Study

The issue of internal communication has been of great concern among communication scholars for over 50 years, dating roughly from 1956 to the present. Over the years, the research has changed from an emphasis on what communication methods motivate employees to be more productive to one about how effective communication can influence employee productivity and satisfaction (Tompkins & Thibault-Wanca, 2001).

In recent years, there has been a growing interest in internal communication in corporate communication research (Vercic, Vercic & Sriramesh, 2012). Internal communication has been recognized as a strategic focus for business communication, second only to leadership concerns (Barnfield, 2003). Jo and Shim (2005) note that “given the emerging paradigm of public relations by relationship management, the terms of internal communication need to be redefined as part of building favorable relationships between management and employees” (p. 278). Managers within organizations are in a role of personal influence in their relationships with employees.

Internal communication can be described as any “communication with employees internally within the organization” (Cornelissen, 2011, p. 164). Not only does internal communication enable companies to have information and knowledge sharing between employees (D. Tourish & Hargie, 2004a) but it also satisfies and commits them (D. Tourish & Hargie, 2000), and gives them a voice to speak up (Morrison & Milliken, 2000). Internal communication is important, because it affects the bottom line of a company (Yates, 2006)

and, quite simply, is a contributing factor to success (Argenti & Forman, 2002; D. Tourish & Hargie, 2004d).

Grönfeldt & Strother (2006) note that the landscape of the 21st century has changed and forced organizations to shift their focus from purely financial issues to a realization that their employees are their most important resources and therefore create the most profit. Their position is supported by Dunmore (2002) who asserts that the competitive environment is also changing and organizations need to adapt more quickly to those changes where communication has a key role to play. However, through the years, organizations have aimed at external communication, public relations and marketing activities where the aim has been to enhance organizational identity and image. In recent times, boundaries between external and internal communication have slowly been disappearing where managers have begun to emphasize that the information they send to outside audiences is consistent and in line with their other organizational activities (Quirke, 2008).

Effective communication is one of the organizational key aspects since employees play a huge role in organizational success (Gray & Laidlaw, 2004) and can influence numerous factors, which concern organizational overall operation and competence. Effective internal communication can lead to higher job satisfaction, which can result in competitive advantages for the organization. Furthermore, Anderson and Martin (1995) maintain that even though internal communications provide people with important information regarding the organization and their job, people want more. People seek communication with other people to fulfill their interpersonal needs in order to make them feel a part of the organization. The competitive advantage of strategic internal communication comes not only

from the obvious benefits of employee satisfaction and productivity, but also from the positive contributions that well-informed employees can make to a company's external public relations efforts.

Howard (1998) posits that employees can be an organization's best ambassadors or loudest critics, depending whether and how they get information. Effective internal communication can enhance corporate reputation and credibility, since employees are viewed as particularly credible sources by external stakeholders (Dawkins, 2004; Hannegan, 2004). Put simply, employees are the face of an organization and have a powerful influence on organizational success. Thus, it is concluded that although the emphasis has changed through the years, internal communication has always been linked to organizational profit and growth.

It is against this background that the study sought to provide empirical data on the relationship between internal communication and employee productivity and provide research on how internal communication affects employee productivity levels.

## **1.1 Problem Statement**

Employee productivity is a fairly new phenomenon that continues to gather the attention of and implementation in organizations. Organizations that effectively communicate with employees experience higher levels of engagement. According to Yates 2005, (ibid), "effective communication practices drive employee engagement, commitment, retention, and productivity, which, in turn translate into enhanced business performance that generates superior financial returns."

While effective communication should be the goal of any organization, merely communicating is the first step. An organization that is silent can experience the worst outcomes as it forces employees to speculate, listen to the grapevine and turn to the media for information about their company (Hoover, 2005). In times of change and challenge, communication can be the key to sustaining the business. As Hoover elaborates, "even in a time of crisis, good communication keeps employees engaged and the organization moving forward". On the contrary, the lack of communication can create a disparity between what employees hear from their manager and what they see in the media; it leads to distracted, demotivated employees who feel a lack of trust caused by lack of transparency -whether that is real or perceived.

The researchers' observation of internal communication practices within some organisations in the Kumasi Metropolis shows that some modes of practices influence the work output of employees. Research has proven that communication can positively or negatively impact on productivity. This observation necessitated the need to assess how internal communication practices affect the productivity of employees of Akufo Adamfo Marketing Company Ltd, a cocoa marketing company with operations in Kumasi, Bekwai, Konongo, Tepa, Nkawie, Obuasi, Antoa Krom, Mankranso, Juaso, Hwidiem and Agona Juaben, all in the Ashanti Region.

## **1.2 Purpose of the Study**

The purpose of the study was to provide evidence based data on how internal communication practices at Akufo Adamfo Marketing Company Ltd affect employee productivity.

### **1.3 Research Objectives**

- 1) To assess the nature of internal communication practices at Akuafo Adamfo Marketing Company Ltd.
- 2) To find out if internal communication practices positively affect employee productivity.
- 3) To find out if internal communication practices negatively affect employee productivity.
- 4) To find out the preferred modes of communication amongst employees of Akuafo Adamfo Marketing Company Ltd.

### **1.4 Research Questions**

- 1) What is the nature of internal communication practices at Akuafo Adamfo Marketing Company Ltd?
- 2) Do internal communication practices positively affect employee productivity?
- 3) Do internal communication practices negatively affect employee productivity?
- 4) What modes of communication are employees satisfied with?

### **1.5 Significance of the Study**

The results of this study would come out with recommendations for developing a comprehensive plan (model) for the creation of effective employee productivity within organizations.

- J) The findings will be useful to other researchers in future for further research in related areas and the results of the study will be added to the existing literature for reference by scholars, researchers, firms and other parties interested in the subject.

- J The study findings will be important to management to provide empirical data on the relationship between internal communication and employee engagement and provide research on how internal communication affects employee productivity levels.
- J Engaged employees are always the great asset to the company and their levels of productivity is high. The productivity of employee is essential in practice for an organization to excel. Apart from this, there have been many studies/research works in different organizations on employee productivity, but little research is available on how internal communication contributes to employee productivity in cocoa marketing companies in Ghana; this study is intended to fill such research gap as well.

## **1.6 Scope of the Study**

The study was conducted at Akuatfo Adamfo Marketing Company Ltd between October 2014 and May 2015. It covered employees in the Ashanti Bekwai, Obuase, Konongo, Tepa, Nkawie, Mankranso, Juaso, Hwiediem, Agona-Juabeng, Antoakrom, Offinso and Headquarters all in the Ashanti Regional Districts.

## **1.7 Definition of Key Terms**

**Communication:** - The exchange of information between two or more persons

**Employee:** - A worker in an organisation

**Effects:** - a change which is a result or consequence of an action

**Assess:** - evaluate or estimate the nature, ability, or quality of

**Productivity:** - is an average measure of the efficiency of production

**Internal communication:** - is the transmission of information between organizational members or parts of the organization. It takes place across all levels and organizational units of an organization.

**Employee productivity:** - Employee productivity is an assessment of the efficiency of a worker or group of workers.

**AAMC:** - Akuafo Adamfo Marketing Company Ltd

**Bureaucratic:** - a system in which most of the important decisions are taken by top management rather than by employees

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter will present a comprehensive review of relevant literature in an attempt to position the study in an appropriate theoretical framework. Thus it will discuss findings of related researches to this study. It covers a write-up on the concept of internal communication and the connection to employee productivity; definition of internal communication; characteristics of internal communication; tools of internal communication; definition of employee productivity, characteristics of employee productivity, theoretical framework, related studies and the gaps identified in review of studies and theories.

#### **2.1 Internal Communication and Employee Productivity**

Today's employee is a different person in terms of values and needs than his or her counterpart in earlier decades. Most of today's employees are well educated, have higher expectations of what they will get out of their careers than their parents did, and want to understand more about the companies they work for, (Argenti, 2007, pg137)

The workplace of today is also different with tighter staffing, longer hours, greater workloads, and more emphasis on performance. The increasingly complex and highly competitive nature of today's business environment puts greater pressure on employees and also calls for more concerted effort in the area of internal communications, (Argenti, 2007, pg138)

Internal communication has become an important factor in today's business world. The relationship between internal communication and productivity has been the subject of a number of surveys.

Although different survey approaches have been used, findings indicate that there is a positive impact of communication on productivity. Howes (2010) researched that better communication and attention to personal needs of employees are to improve motivation and performance. Werbler and Harris (2009) researched that employees are ready to make an extra effort if they are satisfied with strategic decisions of their organizations. In their research, they identified that employees give importance to employers for their communication procedures that affect their efficiency and motivation level. Their research also revealed that poor communication from management is always at the top of the list of employees whilst too many rules, less career enhancement plans, sense of being ignored, absence of training, complex strategy are far below in the list.

## **2.2 Definition of Internal Communication**

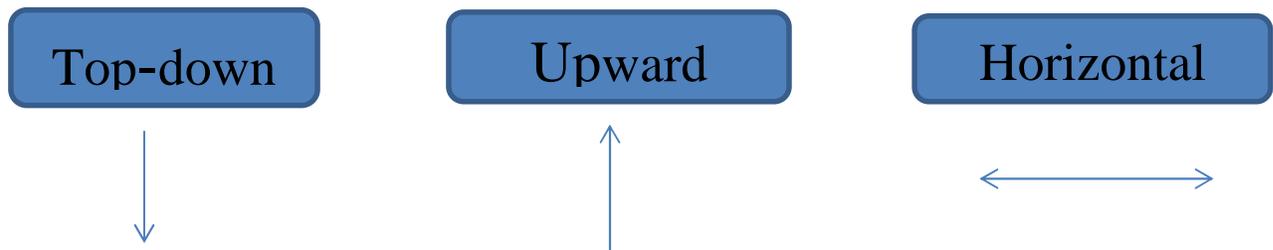
It is difficult to define internal communication because it has several, often interchangeably used, synonyms such as change management (Smith, 2008), employee communication (Argenti, 1996; Smidts, Pruyn & Van Riel, 2001), employee relations (Argenti, 1996; J. Grunig & Hunt, 1984; Quirke, 2000), integrated internal communications (Kalla, 2005), internal public relations (Wright, 1995), internal relations (J. Grunig & Hunt, 1984), industrial relations (Smith, 2008), reputation management (Smith, 2008), staff

communication (Stone, 1995), staff communications (D. Tourish & Hargie, 2004b) and transformation (Smith, 2008).

Internal communication is operationally defined as the exchange of information both informal and formal between management and employees within the organization (Yates, 2006). Communications are operationally defined as the technology and systems used for sending and receiving messages. Communications may include: newsletters, circulation materials, surveys, meetings, in-house television, face-to-face interactions, email, hotlines, suggestion boxes, Intranet, Internet, telephone calls, videoconferences, memos, letters, notice boards, formal presentations, reports, open forums, blogs, and wikis (Yates, 2006).

Internal communication takes place at and between all levels of an organization and is equally important as external communication because everyone within the organization has to be aligned in the same direction before communicating that direction externally. Without internal communication, goal-orientation of activities is missing and every employee tries to reach his or her own goals instead of those of the company. Thus, internal communication is the oil for a well-oiled machine. Furthermore, it has a binding function. Employees need to feel connected to their company and to each other. They need to share values and ideas. Internal communication is regarded as a crucial value-producing process for organizations (Ahmed & Rafig, 2003). In addition to managed communication, internal communication occurs in companies through unstructured processes and informal practices. Previous studies have shown that competent management of internal customer-related knowledge is a prerequisite for successful management of customer relationships (Möller & Rajala, 1999).

## 2.3 Internal Communication Types within Organizations



**Top-down communication** occurs when communication flows from people at higher levels to those at lower levels in the organizational hierarchy (Adler & Elmhorst, 1996; Koontz & O'Donnell, 1986). Tasks like job instructions, providing information and feedback to subordinates fall under this kind of communication.

**Upward communication** includes messages flowing from subordinates to superiors (Adler & Elmhorst, 1996) and continues up the organizational hierarchy (Koontz & O'Donnell, 1986). These types of communications convey messages such as what subordinates are doing, unsolved work problems and suggestions for improvements.

Finally, **horizontal communication** consists of messages between employees of the organization with equal power (Adler & Elmhorst, 1996). Messages like task coordination, problem solving, sharing information, conflict resolution and building relationships fall under this kind of communication.

The researchers believe that creating an atmosphere of trust, participation and respect is not done with top-down communication only. This is supported by Dunmore (2002) who claims that “people must be able to ask questions and expect to be answered”.

## 2.4 Internal Communication Tools

Effective communication occurs when the receiver clearly understands the intended message that was sent. Communication occurs whether planned or not. Without an organized internal communication strategy, the message received is left to chance. An integrated internal communication strategy provides a focused plan for communicating the company's mission, vision, values, and goals and why they matter to employees. The ability to effectively communicate with customers, vendors, and employees is imperative to providing greater customer satisfaction and improving business productivity. How well information is communicated both externally to customers and vendors and internally to employees is vital to long-term business success. The various tools of internal communication are briefly explained below.



### **2.4.1 Newsletters (paper or electronic)**

The company newsletter is an ideal medium for providing employees with information. You can include client testimonials, employee success stories and updates on company news, events and strategies.

### **2.4.2 Intranet Site**

Creating an intranet site can enable you to put important information online and update it regularly. An intranet site can be useful, for example, for publishing information on changed processes that employees need to use. The intranet site is a passive vehicle that employees have to access and use. It does not replace electronic newsletters, emails or blogs, which are an inexpensive route to get out timely information.

### **2.4.3 Small Group Meetings**

Face-to-face communication is a way to reach employees. Smaller groups help create closer bonds and put employees at ease to speak their minds.

### **2.4.4 Suggestion Boxes**

Suggestion boxes enable employees to raise concerns and issues anonymously. Even if a company has only a few employees, this option gives them a confidentiality that is often reassuring depending on the issue or workplace environment.

### **2.4.5 Notice Board**

Notice boards are a simple and easy way to keep people informed of important issues. By putting a board in a high traffic area in an office and making it visually attractive can grab the attention of all the staff who pass by it.

## **2.5 Employee Productivity**

Employee productivity describes employees' emotional and intellectual commitment to their organization and its success. Productivity at work was conceptualized by Kahn (1990) as the "harnessing of organizational members' selves to their work roles. In productivity, people employ and express themselves physically, cognitively and emotionally during role performance. In an employee engagement research by Hewitt Associate between 2008 and 2010, employee productivity is defined as those who say, speak-positively about the organization, stay-desire to be an effective member and strive to perform beyond minimal requirements for the organisation.

Productive employees are not just committed but passionate about their work. Productive employees are more profitable, focused, have fun and less likely to leave the company because they are engaged (Gallup Organization, USA, 1999). Productive employees are concerned about the future of the organization and are willing to invest discretionary efforts in the development of the organization.

## **2.6 Characteristics of Employee Productivity**

According to a study done by University of Tampere (2000), three characteristics are essential in having an engaged employee. They are; Loyalty, Productivity and Advocacy.

### **2.6.1 Loyalty**

Employee retention is good. Employee loyalty is great. Retained employees may be satisfied but loyal employees are proactive. They take personal responsibility for themselves and the

organization. They innovate, create, conserve, and go above and beyond for the company on a regular basis.

### **2.6.2 Productivity**

Productive employees are both efficient and effective. They provide the company with high-quality work for a full eight hours. They are not distracted for the first or last hour of the work day. They also learn to do their job effectively in less time, thus expanding their capacity and the capacity of the organization.

### **2.6.3 Advocacy**

Engaged employees become advocates for the company both internally and externally. Internally, they will support and inspire their co-workers—talking someone “off the ledge” if they have had a particularly stressful day. Externally, they will do two things: bring new quality employees to the organization and promote the company’s products and services as consumers through social media.

When you have an employee who is loyal, productive, and an advocate for the company, you have an engaged employee who is living the brand values of the organization and delivering your unique brand experience to customers. They become aligned with the organization and both the individual and the company achieve success.

## **2.7 Theoretical Framework**

### **2.7.1. Public Relations Model**

In the early 1980s, James E. Grunig, a noted public relations theorist, developed the four models of public relations: press agency, public information, two-way asymmetrical and two-way symmetrical.

Grunig first introduced these models as a way to understand and explain the behaviour of public relations practitioners. Grunig conceptualized the press agency and public information models as forms of one-way communication.

This study is centred on two of the four models namely; the two-way symmetric and the two-way asymmetric models.

### **2.7.2 The Two-Way Symmetrical Model**

Grunig and Grunig (1996, p.6) contend that the Two-Way Symmetrical model defines ethics as a process of public relations rather than an outcome through dialogue and mutual understanding because communication leads to understanding. According to Marsh (2001), Two-Way communication seeks to build consensus and holds that an organization itself, and not an opposing public, sometimes may need to change to build a productive relationship.”

Using Grunig and Hunt’s ‘Four Models’ theory, a two-way symmetrical company would be most able to manage public perception as it encourages an open dialogue with its stakeholders. This model is sometimes described as the ‘ideal’ of public relations. This is supported by Windahl et al (1992), who commented that; “Communication in this model is fully reciprocal and power relationships are balanced. The terms ‘sender’ and ‘receiver’ are

not applicable in such communication process, where the goal is mutual understanding (cited in Theaker, 2001).”

The two-way symmetrical theory assumes that companies have an obligation to listen to the needs and opinions of their stakeholders to survive. It, therefore, becomes the PR practitioners’ job to facilitate this communication. Evan and Freeman (1993, cited in Theaker, 2001) support this theory by saying that; “Stakeholders are those groups who have a stake in or claim on the firm.

### **2.7.3 The Two-Way Asymmetric Model**

The Two-Way Asymmetric model uses scientific persuasion as the basis for communication where a sender who transmits information to a receiver seeks for feedback. The purpose of the feedback is not to yield to the demands of the receiver but highlight the sender’s information delivery strategies and to persuade the receiver to accept the sender’s point of view. According to Tench & Yeomen’s 2006, two-way asymmetric communication between an organization and its audience influences the audience in thinking the organization way.

Two-way asymmetric is effective in the management-employee communication where management research into the needs, attitudes and perception of its employee to enable management formulate and implement policies that would enhance employees’ attitude to buy into the programs of management.

The models are important considerations for this research because they contributed to the formulation of questions that helped source for data.

The assessment of the data on the basis of asymmetric and symmetric communication practice in place as a consequence on employee productivity.

## **2.8 Related Studies**

Internal communication continues to evolve in a dynamic world characterized by an explosion of new technologies, intense global competition and rapid change. Today, many would agree with Harris and Nelson's (2008) assertion that internal communication is an essential aspect of organizational change it is "the key variable in almost all change efforts, diversity initiatives and motivation" (p. 95). Some even argue that internal communication is the most "fundamental driver of business performance" (Gay, Mahoney & Graves, 2005, p. 11).

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

Sage, (2008) in his study "The Link between Leadership Style, Communicator Competence, and Employee Satisfaction" examined the influence of supervisor task leadership style, relational leadership style, and communicator competence on employee job and communication satisfaction. The findings indicated a strong relationship between supervisors' communicator competence and their task and relational leadership styles, with supervisor communicator competence being a stronger predictor of employee job and communication satisfaction. More specifically, the findings indicated that supervisor communicator competence accounted for 68% of the variance in subordinate communication

satisfaction and nearly 18% of the variance in subordinate job satisfaction. More important, these findings provide an association between communication, leadership, and employee job and communication satisfaction.

Steingrimsdóttir in an Icelandic University called Reykjavik University (RU) also did a study in Dec 2011 titled “The Relationship between Internal Communication and Job Satisfaction.” The purpose of the study was to examine internal communication within organizations and its relations with job satisfaction. The research was accomplished using quantitative research methods. The analysis points out that general employees at RU are satisfied with the internal communication within the university, and that they are in general satisfied with their job. The communication factors which employees at RU are most satisfied with are the relationship factors regarding supervisor and co-workers. These factors have also been proven to influence job satisfaction. Moreover, the author conducted a cross tabulation on these two variables and job satisfaction where the outcome demonstrated that both these variables were highly related to job satisfaction at RU.

## **2.9 Gaps Identified**

A thorough review of the available literature shows that there is a positive correlation between internal communication and employee productivity. This can be directly seen from the various studies that have been reviewed. However, organisations differ in their approaches to issues bordering on internal communication.

Again, all of the related studies under review are not related to corporate bodies in Ghana. Moreover, the element of time can affect the findings of a particular study as most of the studies reviewed were conducted in 2011.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0. Introduction**

This chapter presents the methodology used for the study. It details the population, sample size and sampling techniques and the instrument used to collect data. The quantitative approach to research was used because the quantitative research approach involves collecting and converting data into numerical form so that statistical conclusion can be drawn.

According to Miller and Brewar (2007), quantitative research is concerned with the collection and analysis of data in numeric form. It tends to emphasize relatively large scale and representative sets. This method measures numerically specific aspects of phenomenon using statistical analysis. Shaw (1999:151) also stresses that quantitative research uses mathematical measures and statistics technique to determine relationships and differences among large samples of target population.

#### **3.1 Study Population**

According to Cooper and Selinder (2008), population is the total collection of elements about which the researchers wish to make inferences. The population of the study was the employees of Akuafu Adamfo Marketing Company Ltd.

##### **3.1.1 Accessible Population**

Accessible population according to Polit and Hungler (1999:278) comprises all the cases that conform to the designated criteria and are accessible to the researcher as a pool of subjects

for a study. Thus, for this study, the accessible population consisted of all the employees of AAMC in head office located in the Ashanti Region.

A total number of 190 employees were selected from eight departments in the various branches namely Ashanti Bekwai, Obuase, Konongo, Tapa, Nkawie, Mankranso, Juaso, Hwidiem, Agona-Juabeng, Antoakrom, Offinso, and Headquarters in the Ashanti Region.

The sample frame for this study as obtained from the HR department AAMC consisted of 90 employees of AAMC categorized as follows: Human Resource Department–2, Administration Department–8, Operations Department–39, IT Department–4, Accounts –2, Monitoring–5, Transport–20 and Security department–10.

### **3.2 Sampling Method**

In selecting the respondents for the study, the probability sampling method was used. According to Saunders, Lewis and Thornhill, (2007), probability sampling is a perfect representative sample that exactly represents the population from which it is taken.

In order to ensure fair and equal chance of representation of members of staff in the various departments, stratified random sampling technique was used. Saunders et al. (2007) opine that stratified random sampling is a modification of random sampling in which you divide the population into two or more relevant and significant strata based on one or a number of attributes.

Stratified random sampling was used to group workers of the AAMC according to departments employees belong to. This means that, each department constituted a stratum. In

effect, eight (8) strata made up of Human Resource, Administration, Operations, Monitoring, Information Technology, Transport, Securities and Accounts departments was constituted.

In selecting employees from each department, the researchers used simple random sampling technique. According to Opoku-Amankwa (2009), simple random sampling is the sampling in which each element is given equal chance of being selected.

### **3.3 Study Design**

Descriptive research design was used for the research. According to Gay (1992), descriptive research is a process of collecting data in order to test hypotheses or to answer questions concerning current status of the subjects in the study. A descriptive research determines and reports the way things exactly are.

### **3.4 Sample Size**

With a confidence level of 95% and a confidence interval of 7.5, the sample size to be accessed will be ninety (90). Thus, ninety employees were selected from the eight departments of AAMC spread across the office and the branches.

### **3.5 Sampling Process**

In order to select 90 respondents from all the departments, the number of employees represented by 'c' was divided by the total population of AAMC (Ashanti Region) represented by 'f' and multiplied by the sample size accessed for the study represented by 'm'. Thus, the formula  $c/f*m$  was used in calculating for the number of employees selected from each department.

**Table 3.6.1, Respondents selected for the study**

<b>Department</b>	<b>Proportion</b>	<b>Number</b>
Human Resource	5/190*90	2
Administration	17/190*90	8
Operations	81/190*90	39
Monitoring	11/190*90	5
Information Technology	8/190*90	4
Transport	42/190*90	20
Accounts	5/190*90	2
Securities	21/190*90	10
<b>TOTAL</b>	<b>190</b>	<b>90</b>

### **3.6 Data Collection Instrument**

Questionnaire as a research instrument was used to collect the primary data. The questionnaires were administered to the respondents by the researchers at a time convenient for both the researchers and the respondents. The questionnaire items mainly consisted of close-ended questions. According to Penwarden, (2013), questions that are closed-ended are conclusive in nature as they are designed to create data that is easily quantifiable. The fact that questions of this type are easy to code makes them particularly useful when trying to prove the statistical significance of a survey's results. Furthermore, the information gained by closed-ended questions allows researchers to categorize respondents into groups based on the options they have selected.

The respondents were first briefed about the aim of the study and the instructions that must be adhered to. A phone number was provided on the questionnaires for respondents to seek clarifications where necessary.

### **3.7 Data Analysis Plan**

The primary data collected from the field were sorted, coded and entered into the Statistical Package for Social Science (SPSS) to help generate frequency tables, bar graphs and pie charts. SPSS Statistics is a software package used for statistical analysis. The current versions (2015) are officially named *IBM SPSS Statistics*. "*SPSS* is a comprehensive system for analyzing data. SPSS can take data from almost any type of file and use them to generate tabulated reports, charts, and plots of distributions and trends, descriptive statistics, and complex statistical analysis."

The tables, graphs and pie chart generated were used to explain data obtained from respondents in respect of the research objectives.

### **3.8 Ethical Issues**

There were ethical issues relating to the principles of voluntary participation. To address these ethical issues, permission was sought from management of AAMC before the questionnaires were administered to the respondents. Respondents were also assured that no information identifying them would be disclosed under any circumstances and only the researcher would have access to them.

### **3.9 Brief Profile of Akuafu Adamfo Marketing Company Ltd**

AAMC is a subsidiary of Finatrade group of companies which trades in wide range of commodities such as cocoa, coffee, sheanuts, rice, beverages, transport etc.

AAMC is licensed cocoa buying company under Cocoabod with its operational headquarters in Kumasi. It was established in 2001/02 main crop season. It started operating in three Regions with 10 Districts and the Regions are Ashanti, Western North and Western South.

AAMC as a cocoa licensed buying company buys fermented cocoa from Ghanaian farmers to Ghana Cocoa Board through their subsidiary company Ghana Cocoa Marketing Company. The company buys, store, seal and evacuate the fermented cocoa to the various ports to hand it over to Cocoa Marketing Company.

The company currently operates in six (6) out of the Seven (7) cocoa growing regions in Ghana namely; Eastern, Central, Ashanti, Brong Ahafo, Western north and Western South. Out of the six regions are the twelve (12) sectors and one hundred and seventeen (117) districts in total that the company operates in.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This Chapter focuses on the research findings and analysis of the results based on the research questions. Descriptive statistics which involved frequencies and percentages of tabulated results were used. Bar Charts were also used to aid in the pictorial descriptions of the results.

#### 4.1 Demographic Characteristics

This part of the study shows analysis of selected demographic characteristics of the sampled staff of Akuafo Adamfo Marketing Company Ltd. The researchers concentrated on three demographic characteristics namely; gender, category of respondents in the company and the departments of company.

**Table 4.1 Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	63	70.0
Female	27	30.0
<b>Total</b>	<b>90</b>	<b>100.0</b>

From Table 4.1, 63 respondents representing more than half (70%) of the total respondents were males. This result indicates clearly that, the staff size of Akuafo Adamfo Marketing Company is hugely dominated by males totalling 70% of entire staff while the females were 30%. This result is no different from a study done by a University of California, Davis

which found that the 400 largest companies headquartered in California, representing almost \$3 trillion in shareholder value, still resemble a “boys’ club” with women filling fewer than 10 percent of top executive jobs. The male dominance in AAMC could be as a result of “getting the strong and capable to do the job” mentality.

**Table 4.2 Departments of respondents**

<b>Department</b>	<b>Frequency</b>	<b>Percent</b>
Human Resource	2	2.2
Administration	8	8.8
Operations	39	43.3
Monitoring	5	5.5
Information Technology	4	4.4
Transport	20	22.2
Securities	10	11.1
Accounts	2	2.2
<b>Total</b>	<b>90</b>	<b>100.0</b>

The 90 respondents were drawn from the following departments; Human Resource, Administration, Operations, Monitoring, Information Technology (IT), Transport Department, Securities and Accounts Department. Table 4.2 shows that almost half (43.3%) of the respondents were sampled from the operations department. The human resource and accounts departments had the least respondents of 2.2% each. This result paints a picture of the general composition of the departments in AAMC which has majority of its staff in the

operations department and minority from the human resource and accounts departments respectively.

**Table 4.3 Staff category**

<b>Staff Category</b>	<b>Frequency</b>	<b>Percent</b>
Junior Staff	36	40.0
Middle Staff	28	31.1
Senior Staff	22	24.4
Top Management	4	4.4
<b>Total</b>	<b>90</b>	<b>100.0</b>

All the four main staff categories namely junior staff, middle staff, senior staff and top management at AAMC were fully represented in the study. Table 4.3 indicates that a little over one-third (40%) of the respondents were junior staffs while 4.4% were in top management. The junior staffs dominated the study with the majority of employees in the company.

#### **4.2 Responses to the Internal Communication Tools used at AAMC**

It is important to gather an insight into the tools for internal communication within the establishment of AAMC. A good internal communication strategy should properly examine the tools used by staff and management to disseminate information or communicate amongst themselves (Pompper, 2005).

**Table 4.4 Responses to the internal communication tools used at AAMC**

<b>Tools</b>	<b>Responses</b>	<b>Percent</b>
Notice boards	24	11.2%
Performance review workshop	14	6.5%
Annual report	8	3.7%
Staff durbars	18	8.4%
Website	8	3.7%
From superiors	28	13.1%
SMS	44	20.6%
From colleagues	13	6.1%
Newsletters	8	3.7%
Department/ Unit Meeting	27	12.6%
Email	15	7.0%
WhatsApp	5	2.3%
Facebook	1	0.5%
Others	1	0.5%
Total	214	100.0%

It is an interesting outcome that AAMC disseminates information through the use of a number of vehicles. The use of a number of tools can bode well for an organization, but it is important to streamline how the tools are used and when they are used. Respondents were asked to select as many as at least three most used tools used to disseminate information

internally. A little over one-fifth (20.6%) of respondents indicated that, information is disseminated to them through Short Message Service (SMS). Respondents representing more than a tenth (13.1%) indicated that they receive information through their superiors. *Whatsapp* and *Facebook* were the least used representing 0.5% each. The use of SMS is dominant probably because it is direct and instant when there is no network problem.

#### **4.3 Responses to most preferred mode of communication**

It was important to gather information from respondents as to which of the tools they preferred as the mode of communication. Werbler & Harris (2009) identified that employees give importance to employers for their communication procedures that affect their efficiency and motivation level. The researchers are of the view that, employees' efficiency and motivation level will increase if management use a communication tool preferred by the employees.

**Table 4.5 Responses to most preferred mode of communication**

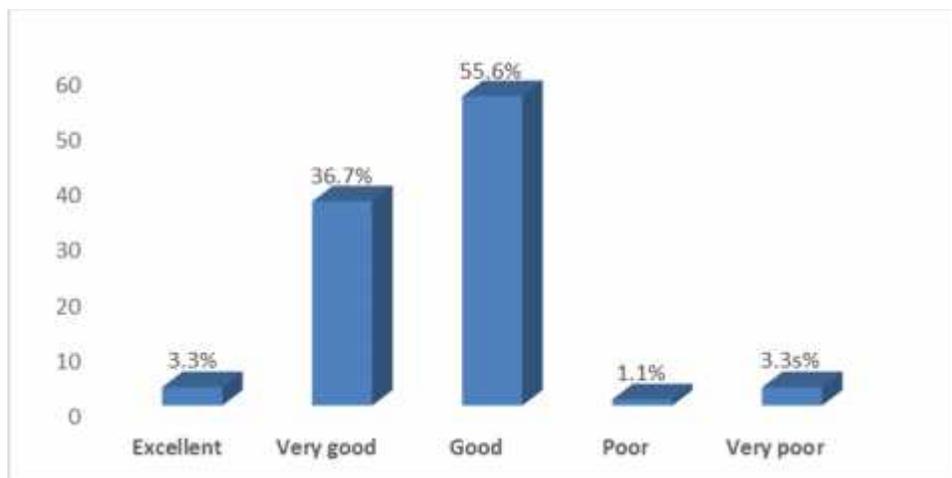
<b>Mode of communication</b>	<b>Frequency</b>	<b>Percent</b>
Memos	10	11.1
Notice board	8	8.9
Performance review workshop	7	7.8
Staff durbars	11	12.2
Website	1	1.1
From superiors	9	10.0
SMS	14	15.6
From colleagues	3	3.3
Newsletters	1	1.1
Department/ unit meetings	18	20.0
Emails	6	6.7
WhatsApp	2	2.2
<b>Total</b>	<b>90</b>	<b>100.0</b>

Varied responses were gathered from the respondents as to which of the above listed are their most preferred mode of communication. Table 4.5 reveals that, one-fifth (20.0%) of the respondents preferred Departmental/unit meetings as the mode of communication. More than a tenth (15.6%) preferred SMS, whereas 1.1% preferred the company's website. Departmental/unit meetings are preferred possibly because employees usually get instant feedback on issues, or an opportunity to be heard and to brainstorm on issues.

#### 4.4 Responses to assessment of feedback from superiors on work-related communications

It is important for this research to establish how employees in the various departments assess feedback they obtain from their superiors. This is because the outcome of each assessment will make clear the nature of communication from the top to the bottom.

**Figure 4.1: Responses to assessment of feedback from superiors on work-related communications**



It is evident in Figure 4.1, that more than half (55.6%) of the respondents rated their superior's feedback to work-related communication as "good." About 36.7 percent of the respondents rated their superior's feedback to work-related communication as very good. A little over a percent (1.1%) of the respondents rated their superiors' feedback to work related communication as poor. The study revealed that indeed superior's feedback to work related communication is good at AAMC. This result is not surprising as most of the respondents preferred the mode of communication used by AAMC as shown in table 4.5.

#### 4.5 Responses to the most effective feedback tool

Feedback is very important to every employee since it enhances the performance of their role in the organisation. According to (Locke & Latham, 1990, p. 23), feedback allows employees to set reasonable goals and to track their performance in relation to their goals so that adjustments in effort, direction, and even strategy can be made as needed.

**Table 4.6 Responses to the most effective feedback tool**

<b>Tool</b>	<b>Frequency</b>	<b>Percent</b>
SMS	20	22.2
Notice board	15	16.7
Phone call	27	30.0
Email	6	6.7
Face-to-face	20	22.2
Other	2	2.2
<b>Total</b>	<b>90</b>	<b>100</b>

The study also identified the most effective feedback tools from superiors as phone call (30.0%) as well as SMS (22.2%) and face-to-face (22.2%) as evident in Table 4.6. In other words superiors or management always give feedback to subordinates mostly through phone calls, SMS and face-to-face.

#### 4.6 Responses to reasons for respondent's choice of most effective feedback tool

A number of reasons were provided for respondents to choose from with regards to their choice of the most effective tool. This was very important as it will be recommended to the management of AAMC for consideration.

**Table 4.7: Reasons for respondent's choice of most effective feedback tool**

<b>Reasons for effectiveness of tool</b>	<b>Frequency</b>	<b>Percent</b>
Easy access	38	42.2
Encourages an understanding of my role in the organisation	16	17.8
Allow for immediate feedback	19	21.1
It is interactive	15	16.7
My views are listened to	2	2.2
Others	0	0
<b>Total</b>	<b>90</b>	<b>100.0</b>

The following reasons were attributed to respondent's choice of feedback tool in Table 4.6. From Table 4.7, almost a half (42.2%) of the respondents attributed reasons to their choice to easy access. A little over one-fifth (21.1%) of the respondents says it allows for immediate feedback whilst 2.2% stated that their views are listened to.

#### **4.7 Responses to interactive opportunities with Heads of Departments**

Staff relationship with their heads in their respective departments/units was also assessed. According to (Winter & Jackson, 2006, p. 429) employees and managers at lower levels perceived senior management as distant and formal in their communications with employees. This was thought to impede motivation and make communications more difficult.

**Table 4.8 Responses to interactive opportunities with heads of departments**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
No	24	26.7
Yes	66	73.3
Total	90	100.0

In Table 4.8 almost two-thirds (73.3%) representing the majority of the respondents were of the view that they usually get the opportunity to interact with their heads. This result shows that, there exist some cordial relationship between staff and their heads.

#### **4.8 Responses to communication with head on work related issues**

Respondents were made to rate their extent of communication with their head on work related issues. According to Winter & Jackson, 2006, p. 429 when employees misunderstand supervisors' intentions, managerial efforts can become ineffective, or even counterproductive.

**Figure 4.2: Responses to communication with head on work related issues.**

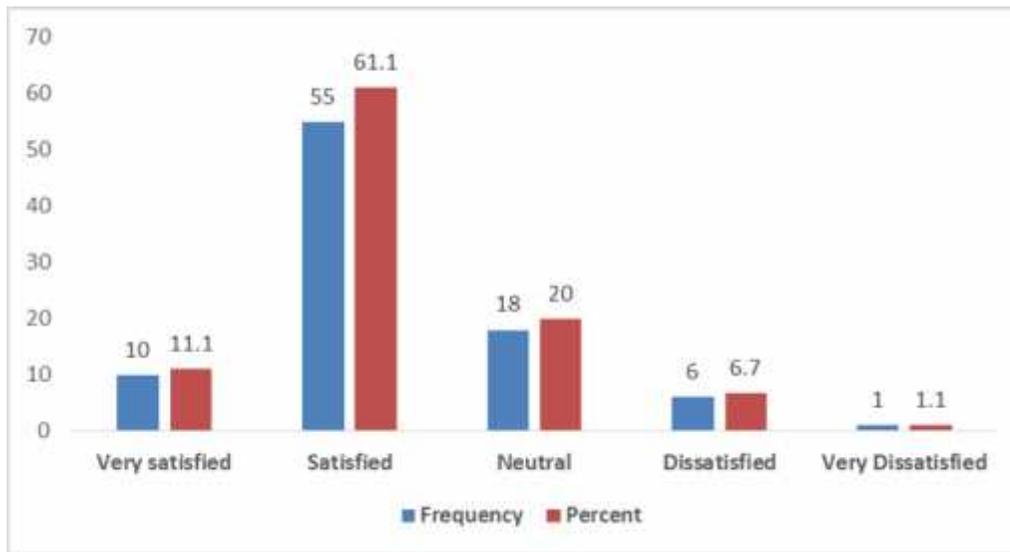


Figure 4.2 summarises the outcome or distribution of respondent's ratings. More than half (61.1%) of the respondents indicated that they are satisfied with how they communicate with their head on work related issues. A little over a percent (1.1%) of respondents were very dissatisfied with their head on work related issues. This result clearly establishes that generally, employees are satisfied with their communication with their heads on work related issues.

#### **4.9 Responses on effects of positive communication on employee attitude to work.**

This part of the study focused on finding out if internal communication practices positively affect employee's productivity. According to Hellweg & Phillips (1982), worker productivity increases when there is communication within the organization. Besides many other things, the communication within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform and about the goals of the

organization. They argue that existence of communication within the organization lead to the effective decision making.

**Table 4.9: Responses on effects of positive communication on employee attitude to work**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
No	5	5.6
Yes	85	94.4
<b>Total</b>	<b>90</b>	<b>100.0</b>

Majority of the respondents representing 94.4% were of the view that positive communication affects their attitude to work. This is not surprising since a study by University of East London shows that communication makes the organization to work properly and employees to be well aware about their responsibilities and duties. (University of East London, 2009).

#### **4.10 Responses to effects of AAMC’s communication processes on employee motivation**

Managers and researchers have long agreed that communication processes are a major factor in organizational success (Roberts & O’Reilly, 1974; Snyder & Morris, 1984). Employees who have open lines of communication with managers are more likely to build effective work relationships with those managers, to increase their organizational identification and enhance their performance, and to contribute to organizational productivity (Gray & Laidlaw, 2004; Muchinsky, 1977; Tsai, Chuang, & Hsieh, 2009).

**Table 4.10: Responses to effects of AAMC’s communication processes on employee motivation**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
No	5	5.6
Yes	84	93.3
No response	1	1.1
<b>Total</b>	<b>90</b>	<b>100.0</b>

Table 4.10 reveals that, majority (93.3%) of the respondents indicated strongly that AAMC’s communication processes involving communication channels, feedback and message composition normally motivate them to achieve their company’s goal.

#### **4.11 Responses to effects of negative communication on employee productivity**

It was important to identify if employees of AAMC are affected by negative communication with regards to their job performance. Research has shown that communication improves employee job performance (Goris, 2007), while poor communication results to low employee commitment to the organization (Kramer, 1999).

**Table 4.11 Responses to effects of negative communication on employee productivity**

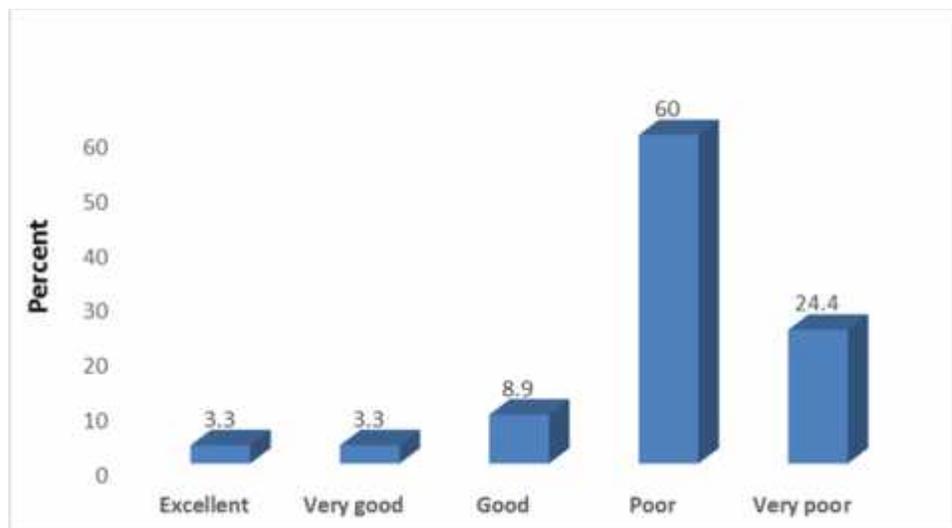
<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
No	2	2.2
Yes	88	97.8
<b>Total</b>	<b>90</b>	<b>100.0</b>

Table 4.11 indicates that majority (97.8%) of the respondents say negative communication at the workplace affects their attitude to work.

#### 4.12 Responses on ratings of the effect of ineffective communication on job performance

Lewis (2007) found that poor or ineffective internal organisational communication can lead to problems such as lower productivity of the employees, employee dissatisfaction, employee turnover, absenteeism, lack of understanding of the business strategy and lack of a common direction. As a consequence, the organisation may suffer increased operating costs and reduced efficiency. In order to assess the effects of ineffective communication on job performance at AAMC, respondents were made to rate the effect of ineffective communication on their job performance.

**Figure 4.3: Ratings of the effect of ineffective communication on job performance**



From Figure 4.5 above, 60 percent of the sampled staff representing the majority was of the opinion that ineffective communication causes poor performance at their workplace. In other words, ineffective communication at AAMC causes poor performance on the part of the

employees. Also, approximately 24 percent of the respondents were of the view that ineffective communication causes ‘very poor’ performance. In general majority of the staff representing approximately 84 percent confirmed that, whenever there is ineffective communication at their workplace it influences poor job performance on the part of the employees. This is consistent with Lewis’s research.

#### 4.13 Responses to challenges of effective communication

The researchers deemed it necessary to gather an insight into the challenges to internal communication at AAMC. This will enable them recommend to management ways to improve on their communication system.

#### 4.12 Responses to challenges of effective communication

<b>Reasons for effectiveness of tool</b>	<b>Frequency</b>	<b>Percent</b>
Too much bureaucracy	21	23.3
Email overload	2	2.2
Delay in feedback	19	21.1
My views are not listened to	17	18.9
Untimely communication	14	15.6
Personal problem	6	6.7
Failure to express thoughts adequately	11	12.2
<b>Total</b>	<b>90</b>	<b>100.0</b>

Table 4.12 reveals that a little over one-fifth (23.3%) of the respondents were of the view that too much bureaucracy is the main challenge to effective communication at AAMC. 21.1 percent chose Delay in feedback whilst 2.2 percent stated that email overload hinders effective communication in the company. The bureaucratic nature of AAMC is probably why employees prefer departmental meetings as their mode of communication.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary of results/findings based on the data collected, conclusions from the findings and recommendations. The study was intended to provide answers to the research questions raised in chapter one.

#### **5.1 Summary of Findings**

This study was based on providing evidence based data on how internal communication practices at Akuafo Adamfo Marketing Company Ltd (AAMC) affect employee productivity. The answers provided by respondents through questionnaires administered were used to find if the problems raised by the research questions were resolved.

##### **5.1.1 The Nature of Internal Communication Practices at AAMC**

A little over one-fifth (20.6%) of respondents indicated that information is disseminated to them through Short Message Service (SMS), whereas more than a tenth (13.1%) indicated that they receive it from their superiors. This result indicates that the communication tool frequently used at AAMC is SMS. The study also identified that the most effective feedback tool from superiors is the use of a telephone.

The study showed that, more than half (55.6%) of the respondents rated their superior's feedback to work-related communication as 'good'. Employees' interaction with their heads was also assessed.

Almost two-thirds (73.3%) representing the majority of the respondents were of the view that they usually get the opportunity to interact with their heads of department. More than half (61.1%) of the respondents indicated that they are satisfied with how they communicate with their head on work related issues and the means of those interactions was found to mostly through face-to-face, printed communication and ICT.

### **5.1.2 Internal Communication Practices Positively Affect Employee Productivity**

The study found out that, majority (93.3%) of the respondent are motivated by AAMC's communication processes involving the use of communication channels, feedback and message composition. Majority of the respondents representing 94.4% were also of the view that positive communication affects their attitude to work. The implication is that internal communication practices at AAMC positively affect employee productivity.

### **5.1.3 Internal Communication Practices Negatively Affect Employee Productivity**

The result of the study seems to suggest that negative communication affect employee productivity at AAMC. The study identified that majority (97.8%) of the respondents' attitude to work are affected by negative communication at AAMC. Majority (60%) was of the opinion that ineffective communication causes poor performance at their workplace with a little over one-fifth (24%) indicating that it causes 'very poor' performance. In general, majority of the staff representing approximately 84 percent affirmed that, whenever there is ineffective communication at their workplace it influences poor job performance on the part of the employees. This result implies that, ineffective communication negatively affect staff attitude thereby retarding the progress of the job.

#### **5.1.4 Preferred Mode of Communication Of Employees**

The study found that the most preferred mode of communication at AAMC is departmental/unit meeting. From the study, it came to light that five reasons accounted for why respondents identified one means of communication as the most effective. The following reasons were given in support of this; it is interactive (42.2%), my views are listened to (21.1%), immediate feedback (17.8), easy access (16.7%) and encourages an understanding of my role in the organization (2.2%).

#### **5.2 Limitations of the Study**

Due to the unavailability of time, funds and inaccessibility to some of the districts in the study area the research was confined to districts in the Ashanti Region and headquarters. The study area is very large so the cost of transport for moving from one district to another was very high. Even though respondents in the study area were initially informed that the study was for academic purposes, some of them thought it was a means of detecting wrong doings in the study area.

Again, the results of this study cannot be generalised to all cocoa marketing companies in the country.

#### **5.3 Recommendation**

The study has produced some interesting results and one avenue for future research is to extend the investigation to other cocoa marketing companies. This is to ascertain whether there is an effect of internal communication practices on employee productivity.

In line with the key findings of the study, the following recommendations are worth implementing.

- ) Face-to-face approach should be employed as the most effective strategy when interacting with coworkers in order to ensure effective communication in the organisation.
- ) According to Marsh (2001), Two-Way communication seeks to build consensus and holds that an organization itself, and not an opposing public, sometimes may need to change to build a productive relationship.” Therefore there is the need for AAMC to balance its regular use of SMS with Departmental meetings since it is the preferred mode of communication for majority of its employees and it also calls for immediate feedback.
- ) It is also highly recommended that, memos/notices and newsletters should be the main printed tactics to be employed often by management to ensure effective communication.

#### **5.4 Conclusion**

The study established that internal communication practices implemented at AAMC affect employee productivity positively. The nature of communication at AAMC is an interactive one where employees have the opportunity to interact with their superiors and heads of departments. This positive effect is not surprising because according to the two-way symmetrical theory, companies have an obligation to listen to the needs and opinions of their stakeholders to survive. Since employees are also stakeholders of the company, their ability to interact with their superiors implies that, the organization gives them the opportunity to be heard.

According to Hellweg & Phillips (1982), the worker productivity increases when there is communication within the organization. Besides many other things the communication within the organization helps the employees to perform their tasks well; to have information

about the duties they have to perform, and about the goals of the organization. They argue that existence of communication within the organization lead to the effective decision making.

Therefore, top management of AAMC must consider the preferred mode of communication tools that was suggested by the respondents in the study to ensure that communication is effective at AAMC.

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# **CHRISTIAN SERVICE UNIVERSITY COLLEGE**

## **AN ASSESSMENT OF THE EFFECTS OF INTERNAL COMMUNICATION PRACTICES ON EMPLOYEE PRODUCTIVITY; A SURVEY OF THE VIEWS OF EMPLOYEES OF AKUAFO ADAMFO MARKETING COMPANY LTD**

### **QUESTIONNAIRE ADMINISTRATION FOR EMPLOYEES**

Dear respondent,

We are students of the above named institution. This work is for the purpose of “An assessment of internal communication practices on employee productivity”. This research by Christiana, Felicia and Mavis forms part of their partial fulfillment for the award of a Bachelor of Arts in Communication Studies (PR option). Any information provided will be treated very confidential and will not be given out to any third party. In case of further clarification, please reach us on 0244795290.

Thank You for your support.

1. Which department do you belong to?

[1] Human Resource

[2] Administration

[3] Operations

[4] Monitoring

[5] Information Technology

[6] Transport

[7] Securities

[8] Accounts

2. Which category do you belong to?

[1] Junior Staff

[2] Middle Staff

[3] Senior Staff

[4] Top Management

[5] Other .....

3. Which of the following are used by AAMC to disseminate information? Tick at least three

- |                                 |                    |
|---------------------------------|--------------------|
| [1] Memos                       | [2] Notice boards  |
| [3] Performance review workshop | [4] Annual reports |
| [5] Staff durbars               | [6] Website        |
| [7] From superiors              | [8] SMS            |
| [9] From colleagues             | [10] Newsletters   |
| [11] Department / Unit meetings | [12] Email         |
| [13] Whatsapp                   | [14] Facebook      |
| [13] Others .....               |                    |

4. Which of the sources listed in Q3 is your preferred mode of communication?  
.....

5. Which of the following reasons account for your answer in Q4?

- [1] Easy access
- [2] Encourages an understanding of my role in the organization
- [3] Allows for immediate feedback
- [4] It is interactive
- [5] My views are listened to
- [6] Other.....



**If yes answer Q12**

12. Which of the following reasons account for the positive attitude?

- [1] Communication is honest
- [2] No attempt to be abusive
- [3] My suggestions are listened to
- [4] Communication is interactive
- [5] Allows for immediate feedback
- [6] Encourages an understanding of my role in the organization
- [7] Other.....

**If your answer to Q11 was no,**

13. Which of the following accounts for the negative attitude?

- [1] Communication is dishonest
- [2] Communication is abusive
- [3] My suggestions are not listened to
- [4] Communication is not interactive
- [5] Communication does not allow for immediate feedback
- [6] Communication does not encourage an understanding of my role in the organization
- [7] Other.....

14. Does AAMC's communication processes (ie, communication channels, feedback, manner) motivate you to achieve the company's goals?

- [1] Yes
- [2] No

15. How do you rate your job performance when communication is ineffective?

- [1] Excellent
- [2] Very good
- [3] Good
- [4] Poor
- [5] Very poor

16. What are some of the challenges to effective communication in your organization

- [1] Too much bureaucracy
- [2] Email overload
- [3] Delay in feedback
- [4] My views are not listened to
- [5] Untimely communication
- [6] Personal problems
- [7] Failure to express thoughts adequately
- [8] Other.....

17. Which of the following strategies would you recommend to management to use in making communication effective?

- [1] Face-to-face
- [2] Printed communication
- [3] ICT

18. What is the reason for your choice of answer in Q17?

- [1] Easy access
- [2] Encourages an understanding of my role in the organization
- [3] Allows for immediate feedback
- [4] It is interactive
- [5] My views are listened to

[6] Other.....

19. Do you have the opportunity to interact directly with the head of the organization?

[1] Yes                      [2] No

20. If yes, through which means?

[1] Face-to-face

[2] Printed communication

[3] ICT

21. How often do you interact directly with the head of the organization?

[1] Once a week

[2] Once a month

[3] Once a year

[4] Others.....

22. How would you rate your communication with your head on work-related issues?

[1] Very satisfied

[2] Satisfied

[3] Neutral

[4] Dissatisfied

[5] Very Dissatisfied

23. How would you rate feedback from the head on issue that relate to your performance on the job?

[1] Very satisfied

[2] Satisfied

[3] Neutral

[4] Dissatisfied

[5] Very Dissatisfied

23. If you had the opportunity to suggest to management, which of the following face-to-face tactics will you want management to use for effective communication and enhancing productivity?

[1] One-on-one

[2] Staff durbars

[3] Other .....

24. Which one of the following reasons account for your choice?

[1] Easy access

[2] Allows for immediate feedback

[3] It is interactive

[4] Other .....

25. If you had the opportunity to suggest to management, which of the following printed tactics will you want management to use for effective communication and enhancing productivity?

[1] Newsletter

[2] Memos/Notices

[3] Fliers

[4] Handbook

[5] Other.....

26. Which one of the following reasons account for your choice?

[1] Easy access

[2] Information is detailed

[3] Encourages an understanding of my role in the organization

[4] Other .....

27. If you had the opportunity to suggest to management, which of the following ICT tactics will you want management to use for effective communication and enhancing productivity?

[1] Intranet

[2] Email

[3] Social media (Whatsapp, Facebook etc.)

28. Which one of the following reasons account for your choice?

[1] Easy access

[2] Allows for immediate feedback

[3] It is interactive

[4] Other .....

29. Please indicate your gender:

Male [ ]      Female [ ]

30. Please indicate your highest level of education

[1] Junior High School

[2] Senior High School

[3] Teacher Training College

[4] Polytechnic

[5] University

[6] Other.....

Your help is very much appreciated. Thank you for your support.