

**INTERNAL COMMUNICATION IN GHANA BROADCASTING CORPORATION
(GBC)**

BY

SAMUEL KOTEI NIKOI



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DECLARATION

I declare that, except for the acknowledged references, I have personally undertaken this study at the Department of Communication Studies, University of Ghana, Legon. I, therefore, take responsibility for all errors and shortcomings in this. This dissertation was done under the supervision of Professor Audrey Gadzekpo of the Department of Communication Studies.

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Prof. Audrey Gadzekpo (Supervisor)		Samuel Kotei Nikoi (Student)
Date.....		Date.....

.....

DEDICATION

This dissertation is dedicated to my dear wife, Tsuishitoo and my lovely children; Vangel, Crispus and VanCrisla. I also dedicate it to my parents: Mr. and Mrs. Nikoi and all descendants of the late Numo Tawiah Flanta's family and the late Numo Anum Try Again's family, all of Teshie

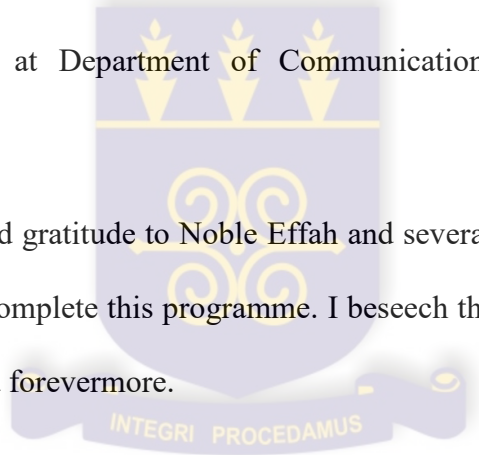


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ABSTRACT

Internal communication has become a crucial part of organisational development today. This is because scholars have classified employees as the most important publics for organisations. Therefore effective communication with employees is indispensable and inevitable in organisations. The purpose of this study was to ascertain the state of internal communication of information on digital migration at Ghana Broadcasting Corporation (GBC). To better ascertain the state of internal communication at the GBC, the study investigated the communication process adopted for communicating information on digital migration. The study also examined the channels that were deployed for communication and lastly the feedback communication regarding matters of GBC's digitalisation.

The Managers of the Public Relations and the Publications Departments were interviewed, respectively. In addition, one hundred and fifty (150) employees were also selected through multi-stage sampling to respond to questionnaire on various aspects of the internal communication at GBC. The study was guided by the interactive model of communication and the media richness theory.

Among other things, the study found that internal communication was poorly conducted at GBC. The absence of two-way communication channels and formalised feedback communication made interactivity at GBC difficult. Employees were therefore dissatisfied with the use of 'lean' communication channels like Memos via notice boards and GBC Newsletter. The employees preferred 'rich' channels, which had the inherent capacity to facilitate interactivity. Judging from the tenets and assumptions of the model of interactive communication, the study concluded that internal communication at GBC was not formally and totally interactive. Sources of information on digital migration used 'lean' channels because information was unequivocal. This finding typified the assumptions of the media richness theory.

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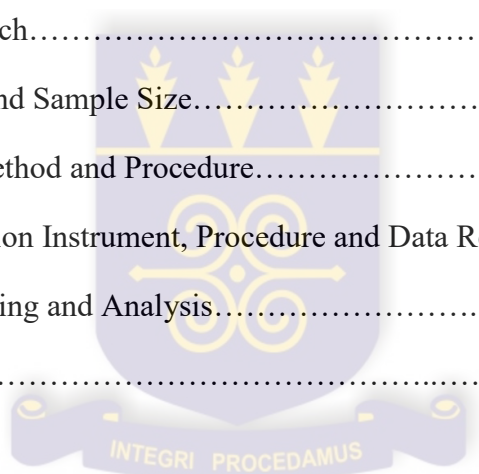
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CHAPTER ONE

INTRODUCTION

1.1 Background

Communication is vital to every society. Poor or ineffective communication is likely to mar relationships among people, whereas effective communication can help build mutually beneficial relationships. According to Amponsah (2014), “communication is de rigueur for every successful relationship and without it, people cannot concur” (p. 1).

In the context of organisations, Rogers and Rogers (1976) assert that communication is the “lifeblood of every organization” (p. 3). In fact, Al-Nashmi and Syd Zin (2011) (cited in Amponsah, 2014) assert, communication is important for all organisations, since it is the vehicle of human interaction. Aday (2008) also cites Grunig (1992), affirming that without communication, no organisation can exist, whereas Smith (1991) says without communication, management can accomplish nothing. Myers and Myers (1982) refer to communication as “the central binding force” (p. 15) in the context of an organisation. The above scholarly assertions underscore the somewhat enviable place of communication as it should be understood by organisational leaders and staff members. Tourish and Hargie (1998) advance the discussion, saying, communication is set to grow in importance in most organisations in the coming years.

1.2 Internal Communication

There are as many terms, definitions and descriptions of internal communication, as there are many communication scholars and practitioners. However, scholars often differentiate between internal and external communication by the organisational boundaries (Mazzei, 2010) and the kind of public the information is intended for. With no intention of demeaning external communication, Cutlip, Center and Broom (2000), indicate that “an organization’s most important relationships are those it has with its employees at all levels” (p. 287). Christensen and Askegaard (2001) also mention that employees are the most important audience for a company's organisational communication and corporate branding efforts.

Balakrishnan and Masthan (2013) define internal communication as the exchange of information both informal and formal between management and employees within the organisation. Cornelissen (2004) refers to the communication among internal publics as internal communication. Smidts, Pruyn and van Riel (2001) call it employee communication. Stone (1995) refers to it as staff communication, whereas, Grunig and Hunt (1984) caption it internal relations. Other scholars term it, business or corporate communication (Kitchen, 1997), organisational communication, employee relations (Quirke, 2000), strategic communication (Argenti, 2003) or integrated internal communications (Kalla, 2005).

In recent years, literature has abounded on internal communication as scholars have increasingly found it as very crucial to all organisations, whether private-run or state-run. Welch (2012) affirms that internal communication is consistently identified as a key area of communication practice growing in importance.

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

1.3 Employees' Perception of Internal Communication

According to Pettit, Goris and Vaught (1997), among other things, employees' perception of an organisation's communication system influence the amount of satisfaction (morale) they receive in the organisation. In line with Pettit et al's (1997) observation, Madlock (2008) affirms that employees experience greater level of satisfaction when managements communicate effectively. The communication satisfaction of employees is a measure of how well the "available information fulfills the individual's requests for information pertaining to the task role or for simply being informed about organizational activities" (Putti, Aryee and Phua, 1990: 45). It appears that is that when employees are satisfied they are more likely to work harder towards organisational productivity. Sharbrough, Simmons and Cantril (2006) also argue that employees may not necessarily produce results when they are satisfied. However, when employees are not satisfied, they can cause retrogression to the effectiveness of an organisation.

Regular interactions between management and employees is likely to draw them closer to each other and the lack of it may lead to the opposite, and may even lead to suspicion, demoralisation, and loss of essential staff and business. Rousseau (1998) proffers, when employees are informed about their organisational-related information, it enhances the employees' psychological attachment to their employers and above all, it encourages them to perceive themselves as core members of the organisation which makes them contribute to the organisation's goals.

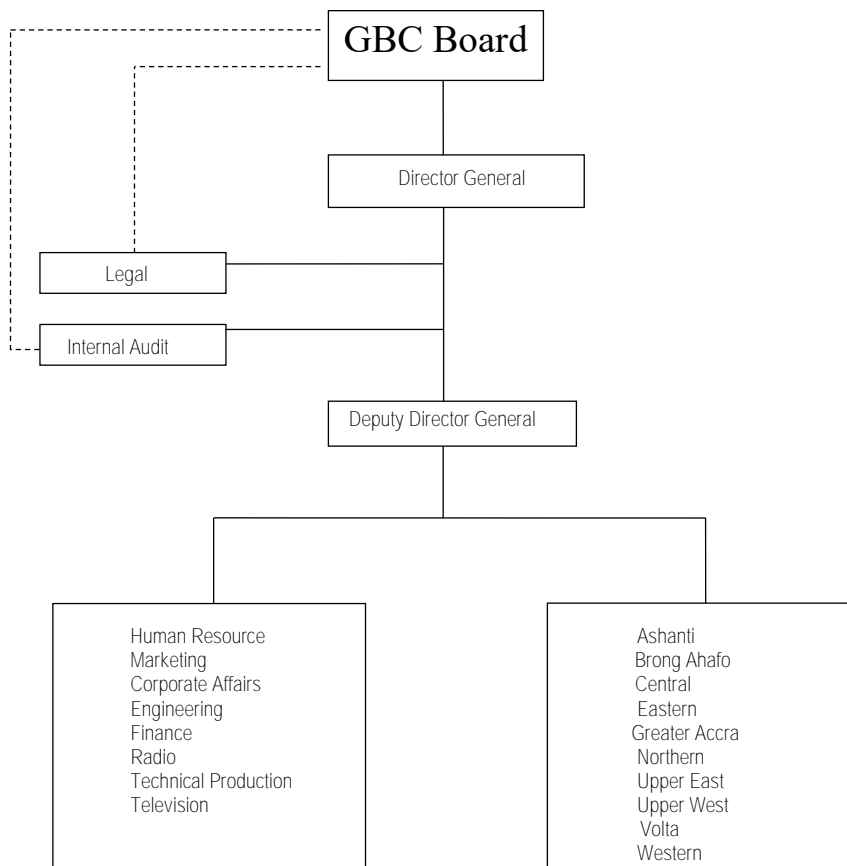
1.4 Profile of the Ghana Broadcasting Corporation (GBC)

On July 31, 1935, broadcasting began in Ghana with a wired relay station in Accra, under the leadership of the then Governor of the Gold Coast, Sir Arnold Hodson. On the recommendation of a commission set up in 1953, the Gold Coast Broadcasting System (GCBS) was established and from there it became a department in its own right. On attainment of independence in 1957, the Gold Coast was renamed Ghana and the GCBS became Ghana Broadcasting Service (GBS).

The legislation that set up GBC as an establishment was National Liberation Council Degree number 226 (NLCD 266) of 1968. GBC was initially funded by the government of Ghana and government-guaranteed loans from banks. On February 1, 1967 a policy shift occurred in the operations of GBC with the introduction of commercial broadcasting (“About GBC”, n.d. para. 6).

The corporate vision of GBC is “to be the Authentic and Trusted Voice of Ghana”. Its mission is to lead the broadcasting and communication industry through quality programming in order to promote the development and cultural aspirations of Ghana. GBC also undertake viable commercial activities that promote the aspirations of the Corporation (“About GBC”, n.d. para. 7).

Figure 1: Organogram of the Ghana Broadcasting Corporation (GBC)



Source: Human Resource Division of GBC

As shown in Figure 1 above, GBC is overseen by a board of directors appointed by the National Media Commission (NMC). The day-to-day operation of the Corporation is

administered by 12-member executive directors, led by a Director-General (D-G). The ten regional stations are headed by regional directors.

At the time of this study, GBC had ten (10) divisions, namely; Audit, Corporate Affairs, Technical Production, Engineering, Radio, TV, Legal Services, HR, Marketing, and Finance Divisions. According to the Human Resource division at GBC, the staff strength of GBC nationwide, at the time of this study, was 1775 employees. The Broadcasting House (Headquarters) had 1228 employees.

1.5 Digitalisation of GBC TV

In accordance with the Geneva 2006 (GE06) Agreement of the International Telecommunications Union (ITU), television stations are required to migrate from analogue to a digital platform by 2015. In conformity with and in pursuance of the above-mentioned global agreement, broadcasting organisations in Ghana, under the direction of the National Communications Authority (NCA), had started migrating to the Digital Terrestrial Television (DTT) platform. The GBC as public broadcaster had no choice than to conform to the status quo.

At the time of this study, GBC had launched four digital channels to cater for the emerging taste of the public. The channels are *GTV* (an all-purpose channel), *GTV Sports+* (a channel for sports), *GBC 24* (a news channel) and *GTV Life* (a religion and culture channel). The GBC was in the advanced stage to launch two other channels: *GTV Govern* (a governance

channel) and *Obonu TV* (a channel for the people of Greater Accra and a window for the Ga-Dangbe). At the launch of the four digital channels in March 2014, the Director of Technical Production at GBC said, the Corporation had established a Creative Center in Accra, for packaging and scheduling of programmes to feed the channels.

1.6 Problem Statement

The Ghana Broadcasting Corporation (GBC) has begun migrating from analogue to digital transmission, in line with the demands from the National Communications Authority (NCA) and to be at par with contemporary, global trends in broadcasting. Such a change in business like this would be successful, when effective communication is done with employees, who are considered the most important publics for every organisation (Cutlip et al 2000; Christensen and Askegaard, 2001).

Considering the fact that the concept of digitalisation is new to the Ghanaian media landscape, it is important for a broadcasting organisation like GBC to communicate ‘with’ instead of communicating ‘to’ employees on information on digitalisation of transmission. Communicating ‘to’ employees gives the impression of one-way communication, while communicating ‘with’ gives the idea of two-way communication, which scholars like Grunig and Hunt (1984) deem as an indication of excellent public relations.

To communicate effectively with employees, scholars agree that three communication variables: message, channels and feedback communication must be implemented in line with

best practices. At such a crucial time like digitalisation of GBC's transmission, it was important for sources of corporate information on digitalisation to apply the best tactics to achieve effective communication. This was expected to be done by establishing interactivity between sources of information on digital migration and employees. In the end, effective communication was expected to harness the best in employees to facilitate the digitalisation process.

This study was an investigation into how digital migration was communicated in GBC. The study also determined to find out, whether or not communication of GBC's digital migration was interactive and consequently effective. Sharma and Kamalanabhan (2012) assert that most organisations poorly conduct internal communications. This study was partly, to determine the efficacy of that assertion.

1.7 Research Questions

The study sought to find answers to the following research questions:

- ✓ To what extent was communication on GBC's digitalisation characteristic of the interactive model of communication?
- ✓ Did the internal communication channels facilitate effective interactive communication of digital migration between sources of information and employees of GBC?
- ✓ Were the assumptions of the media richness theory relevant in the context of communication of GBC's digitalisation?

- ✓ What was the perception of employees regarding feedback communication on matters relating to GBC's digitalisation?

1.8 Scope of the Study

This study concentrated on investigating the activity involved in communicating information on digital migration of GBC. There were different levels of communication on digital migration at GBC. For instance information that was deemed technical and as such was meant for specific publics was communicated by a source-department to the intended publics directly. General information on migration that was intended for members of the entire organisation was communicated by the Public Relations Department (PRD) and/or the Publications Department (PD) of GBC. The scope of this study was limited to the communication between the PRD and the PD and employees on digital migration of GBC. The population of the study was also limited to the Broadcasting House – the head office of the public broadcaster.

1.9 Significance of the Study

This research was significant because, as at the time of this study, GBC was implementing the digitalisation of broadcasting. In view of this, the Corporation had a huge responsibility to effectively communicate information relating to the digital migration exercise to its relevant publics, especially the staff. Effective communication meant GBC's staff would receive enough accurate information, understand it and also have the opportunity to send feedback if need be. This was expected to have a good consequential effect on implementation of the digital migration of GBC. In such a competitive broadcasting industry, GBC was expected to

harness the commitment of its staff to the digitalisation programme in order to set the pace for other broadcast media organisations to follow. Hence, this study could not have come at a better time than the period when the digitalisation had gained momentum in Ghana, and GBC as a public broadcaster was not expected to be left out of the new broadcasting trend.

1.10 Operational Definition of Terms

Taking cognisance of the fact that the meanings of words may vary within any given setting, the following definitions were adopted to provide definite meanings for specific words or phrases or both as they apply to this dissertation. In this study:

Internal communication - refers to information sharing and exchange between management and employees of GBC.

Employees - are labour force employed by GBC to offer a service and receive pay.

Communication channel – refers to the medium (tool) through which information is disseminated and/or received.

Quantity of information – refers to volume or amount of information received by members of an organisation.

Quality of information – refers to the features that make information appealing and relevant to employees.

Feedback – refers to system through which recipients of information communicate with senders of information.

CHAPTER TWO

THEORY AND LITERATURE REVIEW

2.1 Introduction

This chapter presents exposition of theories that undergirded this study. Brock (2001) observed that “theories help the researcher to conceptualise and explain a particular social or natural phenomenon as well as to allow observations to be used for predicting or explaining events”. (p. 15). The second part of this chapter is a discussion of related studies on crucial aspects of internal communication in organisations.

2.2 Theoretical Framework

Several theories have been tested in studies on internal communication. The Interactive Model of Communication Process and the Media Richness Theory were espoused to guide this study. The two theories formed the basis for the analyses and discussion of findings in chapter four.

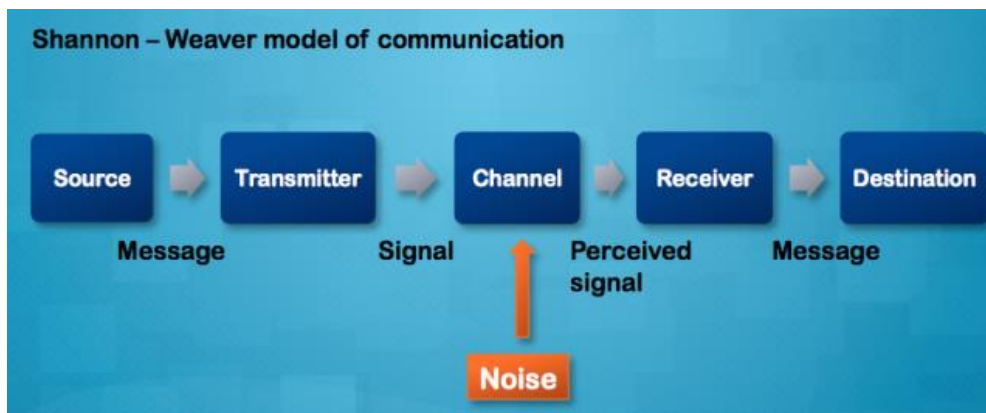
2.2.1 Interactive Model of Communication Process

To better understand the nature and process of internal communication at GBC at the time of digital migration, one can apply the Interactive Model of Communication Process, developed by Wilbur Schramm in 1954. The theory was developed, among other things, to supplement the Linear Model of Communication Process (also called the Shannon-Weaver Communication Process), postulated in 1949. The latter model described the basic one-way

communication direction, while the former model added the element of feedback, thus portraying human communication as typically two-way in direction.

The Shannon-Weaver Model holds, communication is initiated from a source, which or who encodes a message and sends to a destination or receiver which or who decodes the message. The message sent and received comes by a signal through a channel by the scientific process of transmission. In this case, the lone speaker is the initiator of the communication. Such an activity could be better referred to as ‘dissemination of information’, not communication, since dissemination gives the impression of one-way activity.

Figure 2: Shannon-Weaver Linear Model of Communication Process



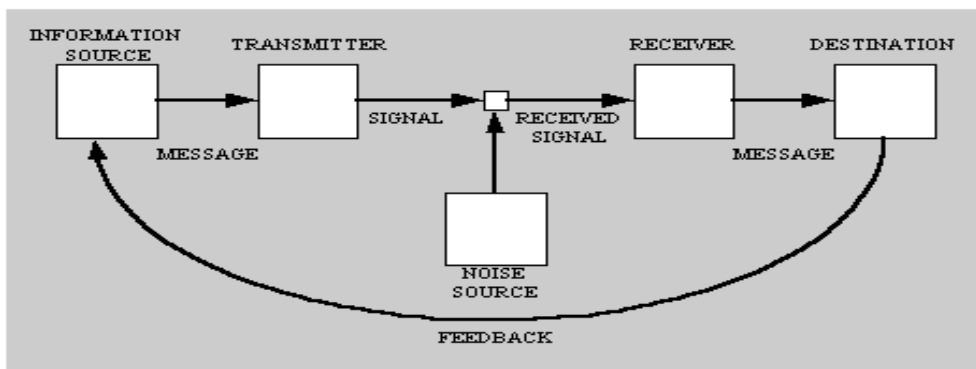
Source: <http://astronomycommunication.org/2010/10/14/a-new-model-of-communication/>

The idea of feedback is absent in this case. Shannon and Weaver (1949) also identified that the communication activity could be disrupted by what they called noise – an unwanted sound or element, which may or may not distort the intended meaning of the message sent. In Shannon and Weaver’s (1949) mind, the communication activity always happens in context.

Context here means the environment (including the cause and intended meaning of the message).

Schramm's (1954) model incorporates Shannon-Weaver model, but adds the element of feedback. This portrays typical communication as two-way in direction. Thus, the source sends a message through a dialogic channel to a recipient, and vice-versa.

Figure 3: Schramm's (1954) Interactive Model of Communication Process



Source: <http://davis.foulger.info/research/unifiedModelOfCommunication.htm>

As depicted in Figure 3, the communication activity is reciprocal in direction. In this communication scenario, the destination or recipient also becomes a source of communication, just that he or she encodes a message based on the understanding of the decoded message. One must understand that feedback is not always verbal. It could be non-verbal and symbolic. In Schramm's (1954) communication scenario, the two communicating parties interact better when they are in a common field of experience. Field of experience refers to the type of orientation or attitudes which 'interactants' maintain toward each other. It refers to the psychological frame of reference between the communicator and recipient.

Cultural background, ethnicity, geographic location, extent of travel, and general personal experiences accumulated over time, are some of determinants of field of experience (Amponsah, 2014).

2.2.1.1 Critique of Interactive Model

Schramm's (1954) model emphasises the element of feedback which is very typical of human-human communication. Without the element of feedback, effective communication may not be possible. This study is a subscriber to the school of thought that opines that effective communication happens when the intended meaning reaches communication recipient and there is a consequent expected response. Given that this thought is accepted, it stands to reason that without the feedback, a communicator cannot determine or evaluate whether or not his or her message has reached the intended recipient, intended meaning is conveyed and the expected response is received or shown. Therefore, feedback is indispensable and inevitable in an ideal communication activity or process. This line of thought makes Wilbur Schramm's model quite germane.

The major deficiency of this model is that, the proponents failed to show how communication would be in a likely scenario of more than two communicating parties. Amponsah (2014) says, "complex, multiple levels of communication between several sources is beyond the jurisdiction of this model" (p. 33). Amponsah (2014) says, the model fails to discuss the element of time in the two-way communication activity as shown by Schramm's (1954) model. Amponsah's (2014) argument is that feedback is not always instantaneous in typical human communication, and this should have been shown in Schramm's (1954) model.

2.2.1.2 Relevance of Model to this Study

The interactive model of communication process was relevant to this study because it elucidated the various variables that constitute a typical internal communication process. It also gave me an understanding of how a typical communication process should appear like. Unlike Shannon and Weaver's (1948), Schramm's (1954) model, recognised the two-way communication model by Grunig (1992), which was also a prominent feature of the internal communication processes in GBC. Suffice to say, this model served as a guide for understanding the communication process and activity in the public broadcaster.

2.2.2 Media Richness Theory

The media richness theory was propounded by Richard L. Daft and Robert H. Lengel, in 1984, to describe the strengths and weaknesses in various communication media (channels); ascertain the factors or circumstances that necessitate the use of various media and to determine the communication outcome of the use of various communication media. The two scholars directed their theory towards describing and explaining media use in organisational contexts.

Daft and Lengel (1984) defined media richness as “the ability of information to change understanding within a time interval” (p. 560). According to them, some communication media have the capacity to handle ambiguity, negotiate varying interpretations and facilitate considerable understanding of the message sent. The media richness theory has two underlining assumptions. First of all, Daft and Lengel (1984) assert that people want to overcome equivocality and uncertainty in communication. Secondly, the two scholars

assumed that, depending on a given communication situation, some media may be effective and efficient than other media.

According to Watson and Bélanger, (2007) equivocality means ambiguity, confusion, and lack of understanding of communication situation. This leads to conflicting interpretations. Suffice to say, recipients of the equivocal message do not know what the message means, its intent, the questions to ask and the feedback to give. Responding to equivocal situations essentially means that people will have to “exchange subjective interpretations and overcome conflicting views in order to reach agreement about problem interpretation and to enact a solution” (Trevino, Daft and Lengel, 1990:177–178). According to Galbraith (1977), uncertainty is the negative differential between the amount of information required to do a task and the amount of information possessed by members of the organisation. This means that when the difference is positive, then uncertainty will diminish, but if the difference is high, then uncertainty is high. It must be noted that high level of uncertainty is a recipe for ineffective communication in an organisation. This is because, uncertainty leads to grapevine communication with all its accompanying negativities, such as distortion of information, miscommunication, misunderstanding, to mention but a few. In view of the fact that increase of information can cause decrease in uncertainty and equivocality, communicators must deploy channels that have the inherent and acquired capacity to transmit greater volumes of information.

Daft and Lengel (1984) also assert each medium has intrinsic strengths and weaknesses, hence, in some communication situations, certain media may be more effective and efficient

than others (Newberry, 2001). Daft and Lengel (1984) mean, depending on the information or communication task, some media are more likely to be selected than others.

The media richness theory explains how communication media are ranked along a continuum from “leanness” to “richness”. Here, “richness” signifies the capacity of the medium to transmit huge volumes of data and express intended meaning, thus, where the medium of communication offers substantial, additional understanding, it is considered “rich”; or else, it is thought of as “less rich” or “lean”.

Trevino, Daft and Lengel (1987) enumerated about four characteristics that should be used to judge, whether or not, a medium is “rich” or “lean”. Without any preferential or sequential order, the first criterion is feedback – that is the capacity of the medium to facilitate immediate or instant feedback. With this quality, it means questions can be asked and answered in real time or delayed. The second criterion is the capacity of the channels to transmit multiple cues to the recipient of the message. Cues refer to the unspoken messages that accompany the verbal information been communicated by a communicator through a media. These cues include, but are not limited to body gestures, facial expressions, graphic symbols and physical expressions.

Also Trevino et al. (1987) mentioned language variety as a criterion. Language variety is the range of meaning that can be conveyed with language symbols. The last least criterion is

personal focus; this is when a medium has the capacity to allow personal feelings and emotions to accompany a message, making the communication effective.

With this background, one can rate different communication media under lean or rich channels. A rich medium or channel is one that possesses almost all of these characteristics. A lean medium is thought to possess few of these capabilities (Daft and Lengel 1984; 1986). With these postulations of this theory face-to-face communication may be considered the richest medium because it facilitates and allows instant feedback, physical presence, conveys multiple cues and utilised natural languages. Videoconferencing, “skype-ing” and other audio-visual media may be the next richest medium. Telephone and mobile phones may be less rich media, because they only facilitate immediate feedback, and allow a few non-verbal, non-visual cues like voice inflections. Formal written communication is considered much less rich media (in other words “lean”) because of slow feedback, limited visual cues, and lack of audio-visual communication cues. One must note that Daft et al.’s (1987) criteria did not position any communication medium as intrinsically superior to another medium. The advantages and disadvantages of the various media in the light of the criteria, only help organisational communication decision-makers to better determine which medium is appropriate and effective for a given communication situation. By extrapolation, media richness is used to determine the "best" medium for an individual or organisation to communicate a message (Rice, 1993).

According to Dennis, Valacich, Cheri and Morris (1998), even though the manner of information delivery may vary, depending on the level of richness of a selected medium, the

substance and accuracy of the message is usually not affected, regardless of the medium. Citing Trevino et al (1990), Soy (2001) said the onus lies on organisations to make effective decisions by matching a particular communication to a specific communication task and to the degree of richness demanded by that task.

2.2.2.1 Evaluating Media Richness Theory

Even though the media richness theory has proven to be successful in its application to a wide range of communication scenarios, there are criticisms against the philosophical, conceptual and evidential tenets of the theory.

While the proponents of the theory overtly suggest that a media is rich and may be selected because of its inherent qualities, Gerritsen (2009) as well as Ngwenyama and Lee (1997) proffer that organisational culture plays a role in determining a receiver's media choice. They note that media preference is affected by communication mode and cognitive style. Barkhi (2002) observes that in a given situation with the same messages and motives, the best media chosen can vary from person to person.

According to Markus (1994), the empirical support for the theory is weak in relation with modern communication media. According to Markus (1994), modern media have qualities that are missing in the traditional channels mentioned by Trevino et al (1987). Markus (1994) and Sproull (1991) have raised arguments that modern channels such as e-mail is richer than the status put on it by the theory. Modern communication media have multiple addressability,

externally recordable, computer “processable” memory and concurrency (Valacich et al., 1994). The theory is largely critiqued because it was postulated before the new communications technologies era.

2.2.2.2 Relevance of Media Richness Theory to the study

Time has tested the validity and generalisability of the media richness theory, but the theory still provides the foundation for understanding how, when and why communication media are selected for different communication activities in an organisational setting. The theory guided the study to understand the multiplicity of communication situations that demanded the use of certain channels, reasons behind communication decision-makers’ choice of a specific channel for a given situation. The theory also helped me to understand employees’ perceptions and preferences for certain channels through which to communicate of GBC’s digital migration.

2.3 Review of Related Studies

Public organisations are usually under the radar of their publics (both internal and external). Therefore, Weeks and Galunic (2003) opine that, public organisations need to choose and apply not only feasible solutions, but also solutions that are in tandem with prevailing values and norms in their environment. By implication, a public institution like GBC must entrench communication practices that are in line with international best practices and in tune with its peculiar environment. Such a move was expected to set an organisation like GBC on course to successfully implementing any corporate agendum, like the digital migration.

2.3.1 Information (message)

Amponsah (2014) notes that, information is arguably the bedrock of the internal communication process in organisations. He cites Thomas, Zolin and Hartman (2009), as saying, the two specific aspects of information sharing that academic literature usually mentions are the quality and the quantity (volume) of information. According to Thomas et al. (2009), quantity of information is about the adequacy of information received by employees of an organisation.

Hogard and Ellis' (2006) conducted a study to evaluate the strength and weakness of internal communication at a hospital and nursing colleges in the UK. Hogard and Ellis (2006) surveyed respondents to rate the quantity of communication received or sent on broad topics. The respondents rated amount of information received on a scale of: very little, little, some, great and very great. Their findings indicated that most respondents did not receive sufficient information on an array of topics of their common interest.

In a study involving 218 employees in the oil industry in the USA and North America, Thomas et al. (2009) used communication audit to test the relationships among quality of information, quantity of information, openness, trust, and outcomes such as employee involvement. The study found that in the relationship with top management it is the quantity, rather than quality of information, that is significant. Hargie, Tourish and Wilson (2002) employed a follow-up communication audit to track the effects of an initial audit upon a major health care organisation. The study observed that when management increases quantity

of information and reduces uncertainty of information, communication satisfaction among employees increases.

In a study on the state of communication in parts of UK's National Health Service (NHS), Tourish and Hargie (1998) found that the chief source of dissatisfaction among staff in these audits was with the quantity of information received from managers. The findings showed that employees highly preferred to receive more information from management, but unfortunately, that was not the case. The above findings gave this study an understanding of the crucial nature of information to organisational members. These studies show that employees are quite discerning and they have varied responses to the nature of information they receive, depending on the information quantity.

2.3.2 Internal Communication Channels: Employees' perceptions and preferences

There is a plethora of communication channels available and accessible to both management and employees of organisations. Some of the channels are formal while others are known as informal. Also, some channels are designated as direct, whereas others are referred to as indirect (mediated) channels. Depending on the communication situation, the information task and the urgency of the message, specific channel(s) may be selected and used. Kupritz and Cowell (2011) therefore say, it is crucial to identify the most effective communication for a specific communication campaign.

White, Vance and Stanford (2010) did a study in a university regarding the usage and preference of communication channels. The study found that employees were most satisfied with and preferred face-to-face to e-mail communication. Giri and Santra (2008), in a

different study, also confirmed that employees preferred direct communication to mediated communication, especially when they needed more information on current issues in their organisations.

White et al.'s (2010) and Giri and Santra's (2008) findings were also typified in Litch and Martin's (2005) study on communication channel preferences of corn and soybean producers in Iowa. The findings from the study provided understanding into Iowa corn and soybean producers' preferences concerning interpersonal versus mass media communication channels. Participants indicated mass media and interpersonal communication channels were preferred for different types of information, while previous studies concluded producers preferred interpersonal communication methods to mass media methods overall. According to the study, the producers preferred consultations (face-to-face). These producers also preferred mass media channels (especially radio) for general information and interpersonal communication channels (consultations) for specific and applicable information.

Rice (1993) conducted a study which assessed a scale for measuring appropriateness of media for a variety of organisational communication activities. The scale also compared seven media across six organisational sites. The ranking of media was face-to-face, telephone, meetings, desktop video and video conferencing, voice mail, text, and electronic mail. He found that appropriateness was highest for face-to-face communication, followed by telephone and meetings, desktop video, voice mail, text, and electronic mail. One can understand from this study that some channels were better than others, given a specific goal

or need in an organisation. This perception appears to corroborate the assumptions of the media richness theory.

Using the medium theory, Welch (2012) conducted a qualitative study among employees in the UK, to find employees' preferences of internal communication media. Her study found that employees in organisations preferred solely mediated electronic channels (e.g. e-mail), followed by a combination of electronic and print channels. A few (3%) employees preferred only print channels. Welch's (2012) finding was not in congruence with White et al.'s (2010) and Giri and Santra's (2008) and Litch and Martin's (2005). All these studies were done in organisations in the developed world. It was imperative to find out the state of affairs in GBC regarding employees' preference of communication channels.

Kelleher (2001) did a quantitative study on members of the Public Relations Society of America to determine the relationship between public relations (PR) roles and media choice. It was a mixed-theory study, combining both public relations and media richness theories. Among other objectives, the study sought to explore the new media choices of PR professionals. According to the study, PR pros mostly applied a modern channel like e-mail to communicate with target audiences like co-workers and clients. In Kelleher's (2001) study, PR pros were able to harness the valuable qualities of e-mails for effective communication. Meanwhile, the media richness theory adjudged e-mail medium as lacking certain qualities to make communication rich and effective.

Miller (2012) conducted a quantitative research in U.S and Canada to ascertain the communication channels 42 non-profit organisations (NGOs) deployed in communicating

with their target audiences. The survey listed 14 options and asked respondents to select up to three most important. The six most important communication channels used were: website (68%) and e-mail (67%), followed by print (newsletter and direct mail, 38%), Facebook (31%) and events (38%). Texting, audio (podcasts) and photo sharing were the least important channels. Miller (2012) noted that the importance of social media channels: facebook, twitter and blogging held steady from 2011 onwards. E-mailing was the most popular frequency for non-governmental organisations monthly. These organisations e-mailed their typical supporters at least monthly. Quarterly, direct mails were the most popular frequency for NGOs to their supporters.

Albert and Johnson (2005) conducted a study to understand the determining factors influencing media choice as well as exploring optimal ways of communicating in an organisation. The study found that computer-mediated communication (CMC), such as e-mail, voice mail, video conferencing etc., have become pivotal parts of organisation communication. Consequently, the CMCs have played crucial role in revolutionising communications in organisational context. According to Albert and Johnson (2005), CMCs are more convenient and less expensive than travelling to face-to-face meetings as well as being integrated into multi-media environments and digital networks. The study concluded that media richness alone does not determine how effectively an equivocal task is solved.

Kelleher's (2001), Welch's (2012) and Miller's (2012) as well as Albert and Johnson's (2005) findings suggest that at the turn of the millennium, e-mail communication had gained momentum in internal communication in organisations. Of course e-mail communication

rode on the back of prevalence of internet. It is not surprising to find the use of the e-mail channel in countries where information and communication technology (ICT) is developed. This background made the extant study more relevant because Ghana as a developing economy was harnessing the potentials of ICT, thus, an organisation like GBC was expected to be part of the trend.

Chong (2007) also studied the role of internal communication and training in infusing corporate values and delivering brand promise in Singapore International Airlines (SIA). Among other things, the study found that SIA had channels that were tailored to the specific communication needs of its very important cabin crew members and pilots. Communications with the cabin crew were done through publications – which contained information on events, service procedures, passenger comments etc. Also, there was online portal and e-mail for news and urgent announcements and updates. Face-to-face communication was also used to give pre-flight briefings. Meetings and road shows enabled employees to engage management directly and were tailored to the communication needs of different employee groups. Such media also facilitated feedback.

Byrne and LeMay (2006) conducted a survey of 598 full-time employees to examine the satisfaction in and perceived quality of information about one's job, business unit, and company, as well as perceived quality of urgent news. From the findings, employees were mostly satisfied with information they received about their job from rich communication channels such as face-to-face meetings with their bosses, phone conversations, and departmental meetings. Lean communication mechanisms such as the quarterly meetings, the

employee newsletters, or written memos and notices also made them satisfied but not like the rich media. Even e-mails and intranet did not prove to be satisfactory. It was also found that employees considered non-verbal cues in the rich media in their measurement of satisfaction with information that were relevant to them. Interestingly, when the information was about the company, employees were much satisfied with it being delivered via lean communication media.

In recent times, social media has been identified as a medium for internal communication. In fact some scholars (Druke, 2007; La Porte, Demchack, & De Jong, 2002), opine that it is a useful tool to evaluate public organisations' openness and to improve their transparency and accountability. Social media by its inherent nature facilitates two-way communication, allowing interactive dialogue and participative decision making. The use of social media could go a long way to reinforce employees' confidence in the communication system.

2.3.3 Feedback Communication

One of the characteristics of interactive two-way communication is feedback. It is replete in internal communication literature that recipients of information better commit to communication activity when feedback is incorporated into communication system. Van Vuuren, de Jong and Seydel (2007) found that satisfaction with feedback communication made communication relationship satisfactory. Van Vurren et al. (2007) also found that the most crucial part of manager-employees communication was the feedback from manager, from which employees could determine whether or not management was listening to them.

Forssberg and Malm (2001) conducted a qualitative study on a Modul Service AB, a Chinese multinational company (MNC) that is into manufacturing and processing machinery. The chief purpose of the case study was to describe how MNCs can achieve effective internal communication. Therefore, their main objective was to ascertain and elucidate the factors that created barriers to effective organisational communication in an MNC like Modul Service AB. Through participant observation and interviewing, Forssberg and Malm (2001) understood that the major cause of ineffective communication was geographical distance between the headquarters and subunits of Module Service AB. This made management and employees adapt to indirect communication instead of face-to-face. Memos, phones and fax were the common communication tools. As a consequence, immediate feedback from employees became an issue to contend with. Due to the nature of communication channels, employees did not usually get the chance to ask questions for clarifications and verifications. The lack of feedback direly affected internal communication at Modul Service AB. Management could not determine what employees think about matters of common interest, neither did employees get the unfettered opportunity to discuss their views and concerns on most information management communicated to them.

Argenti (1998) cites a study of 5,000 employees, asserting that the biggest criticism employees have against management is that upward and downward communication are disproportionate in ratio. The employees meant that upward communication was not as encouraged to the same extent as downward communication.

This finding of Argenti's (1998) study seems to support Gray and Laidlaw's (2002) study about employees in an Australian retail organisation. In Gray and Laidlaw's (2002) research, they found that employees did not consider the internal communication as depicting perfect two-way system (interactive). Some of the respondents expressed dissatisfaction with apparent lack of feedback from management, when employees express their views on matters of common interest. Gray and Laidlaw (2002) cite one employee saying: "In such a large bureaucracy, our concerns are often voiced but little is done about remedying problems" (p. 220). Appelbaum, Adam, Javery, Lessard, Lion, Simard and Sorbo (2005) in a study also found that, workers were not receiving feedback in their bottom-up communication with their supervisors. According to the employees, communication without feedback was no communication.

The above reviewed literature gave this study a good understanding into the nature, variables and dimensions of communication activity of different organisations and how they operate. This knowledge also gave prompted the study on what to expect regarding communication processes and activities at GBC. Also some of the reviewed studies have shown that feedback communication is of crucial importance to employees (Van Vurren et al. 2007). Given that digital migration was an all-important issue to GBC, it was the expectation of the study that management would put in place an efficient and effective feedback system to facilitate excellent communication.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The chief purpose of this study was to ascertain the practice of internal communication happening in GBC, at a time when the state-broadcaster was migrating from analogue to digital platform of broadcasting. The study looked at the phenomenon from the perspective of both management and employees of GBC. This chapter presents and discusses the overall methodological framework deployed in this study. The research approach, sampling method, data collection methods and procedure as well as methods of data analyses are all explicated in this chapter. This chapter shows the scientific framework on which this study stood.

3.2 Research Design - Mixed Methods Approach

The nature of this study required the use of the mixed method approach (also called triangulation). The mixed methods approach involves collecting, analysing and mixing both quantitative and qualitative data. The central premise is that the combined use of qualitative and quantitative approaches provides a better understanding of research problems than using only one approach (Creswell, Shope, Plano-clark & Green: 2006). Tashakkori and Teddlie (2003) note that, scholars find more relevant information and have better understanding of phenomena they study, when they deploy the mixed-methods approach to research. The mixed methods approach helped in gathering qualitative and quantitative data to fully understand how internal communication was practiced at GBC. This study used in-depth interviews to get the qualitative data and survey to get the quantitative data.

3.2.1 Qualitative Approach

According to Merriam (1998), the goals of qualitative investigation are to create an understanding, description, discovery and meaning. When qualitative approach is used, Fryer (1991) says, one will be able to describe, decode and interpret the meanings of phenomena occurring in their typical social context. This approach was adopted because it suited one of the objectives of this study, which was to describe the process of communicating information on GBC's digital migration to GBC workers at the Broadcasting House in Accra.

3.2.1.1 Sampling Technique and Procedure

A sample is a representative subset of a population (Wimmer and Dominick, 2003). According to Zickmund (1991), usually it is impractical for researchers to make direct observations of every person in the population they are investigating. Therefore they gather data from a subset of individuals (a sample) and use those observations to make extrapolations about the entire population.

Purposive sampling technique, a non-probability method, was considered suitable for this study. Kumekpor (2002) notes that, in applying the purposive sampling technique the units of the sample are selected, not through random procedures, but by intentionally selecting certain samples that satisfy certain criteria in the mind of the researcher. This means that the sample should have some characteristics that make them qualified for selection. In line with this, the study sought to look out for a decision-maker in the Public Relations Department (PRD) and the Publications Department (PD), whose responsibility was to prescribe, facilitate, advise and/or implement various internal communications campaigns on the digital migration of

GBC. There were three staffers in the Public Relations Department (PRD) at GBC – one manager, one assistant manager and a senior operations officer. A total number of six people constituted the Publications Department (PD). They included a manager and four other staff. The managers were purposively selected for interviewing.

3.2.1.2 Data Collection Method – In-depth Interview

Interviews are one of the essential tools deployed when conducting internal and external communication audits. This study adopted semi-structured interviews for collecting qualitative data. According to Frey, Botan and Kreps (2000), the chief advantage of deploying a semi-structured interview is that the researcher is able to elucidate questions that the participant may not comprehend. Frey et al. (2000) also explain there is fine opportunity for depth of responses from the interviewee. Moreover, the researcher can establish rapport with the interviewee, which in the long run will spur him or her to respond freely. The interviews for this study were conducted at the convenience of the managers of the PRD and PD in their offices at the Broadcasting House.

The informant was made aware of the necessity to record with audio-tape recorder, to ensure accuracy of data to be used for the dissertation. Though the interview was digitally recorded, the researcher also took notes as and when the need arose.

3.2.1.3 Data Collection Instrument – Interview Guide

The researcher used an interview guide (Appendix A) to conduct the in-depth interviews. The interview guide enabled the researcher to have a road map, purpose and objective in the gathering of information from the interviewees. The interview questions were entirely open-ended since such questions usually elicit thought-through, explanatory responses from interviewees as well as offered them a free and unfettered opportunity to express their views on key aspects of the study (Kumekpor, 2002). It allowed the researcher to deduce a wide range of perspectives from the informant's responses. Questions focused the process of communicating information on digital migration to employees, communication channels, feedback communication etc.

3.2.1.4 Data Processing and Analysis

The qualitative data was transcribed and edited to ensure that grammar, structure and mechanics of English were checked and rectified, without necessarily subverting the import and essence of participants' thoughts or intentions.

The qualitative data was manually coded. Codes for the qualitative data of this study were based on themes and topics found in the data vis-a-vis the interview guides and research objectives. Similar codes were collated into themes. The study then reviewed the themes to decipher associations in order to form broad propositions.

3.2.2 Quantitative Approach

As part of the mixed methods approach, the study deployed the survey data collection method to ascertain employees' satisfaction, perception and preferences regarding how information on GBC's digital migration was communicated to them. The procedure for the survey method, from data gathering to analyses is elaborated in the subsequent sub-sections. The nature of the survey method allows for tractability in analysis given that many questions are asked about one particular topic (Baxter and Babbie, 2004). According to Wimmer and Dominick (2011), the survey method is also suitable because with it, a large amount of data can be collected with ease from different people. Surveys allow researchers to examine many variables (demographic and lifestyle information, attitudes, motives, intentions, and so on) and to use a variety of statistics to analyze the data (Wimmer and Dominick, 2011). These scholarly assertions gave credence to the importance of the survey method to this study.

3.2.2.1 Population and Sample Size

Saunders, Lewis and Thornhill (2003) define population as a total set of individuals having common observable characteristics in which a researcher is interested. The GBC had a huge number of staffers on its database. The staff strength of GBC nationwide, as at the time of data collection was 1775 employees. The Broadcasting House (Headquarters) – the focal location of the study, had 1228 employees. The study was furnished with these figures by the Human Resource Division of GBC.

At the time of this study, GBC was categorised into ten (10) divisions, namely; Audit, Corporate Affairs, Technical Production, Engineering, Radio, TV, Legal Services, HR,

Marketing, and Finance Divisions. The staff strength for each division at the Broadcasting House was 15, 73, 190, 176, 160, 324, 4, 182, 27 and 77 respectively. The study purposively sampled five of the eight divisions: Corporate Affairs, Technical Production, Engineering, Radio and TV for further sampling. The sum of their staff numbers was 923 employees. These divisions were selected because they formed the core business process of GBC. In view of that, they were expected to be the most relevant publics, when it comes to receiving information on digital migration at GBC.

Wimmer and Dominick (2011: 104) caution that, “sample quality is always more important in sample selection than sample size. The larger the sample size, the better the generalisation of the sample for the whole population.” They continued, “however, a large unrepresentative sample is as meaningless as a small unrepresentative sample, so a researcher should not consider numbers alone.” After thoughtful considerations, the study selected a sample size of 150 respondents from among the 923 employees.

3.2.2.2 Sampling Method and Procedure

The study adopted the multi-stage sampling method for sampling of respondents. According to Amponsah (2014), multi-stage sampling incorporates different sampling methods at various stages to arrive at a representative sample. In line with this thought, this study first applied the purposive sampling to select the divisions (stakeholders) in GBC that engaged in communications on digital migration. Secondly, the quota sampling method was applied to select the 150 respondents to ensure an equal representation of selected divisions.

The quotas for the various departments were determined using the formula below:

$$\frac{\text{No. of employees in each department}}{\text{Sum of employees of sampled divisions}} \times \text{Sample size} = \text{Quota}$$

After getting the quotas, the employees to be surveyed in each department were selected using systematic random sampling. Sampling interval was calculated using the list of employees in each department. Sampling interval was reached with the formula below:

$$\frac{\text{No. of employees in each department}}{\text{Quota for department}} = \text{Sampling interval}$$

After determining the sampling interval, each departmental list was numbered and using the sampling interval, employees were selected until the quota for each department was reached. The researcher assured selected employees confidentiality and anonymity before data was collected. For example respondents did not have to indicate their names nor employee identity numbers on the questionnaires. See Appendix C for sampling results for each division.

3.2.2.3 Data Collection Instrument, Procedure and Data Retrieval

The study used a questionnaire to gather the quantitative data. A questionnaire was used because the responses were gathered in a standardized way, making questionnaire responses more objective as compared to interviews. Also it reduced bias as the questions were standardized and uniformed. Again, it was less intrusive as compared to other methods such as face-to-face surveys and could easily be analysed by many computer software packages.

The self-constructed questionnaire consisted of four (4) sections. The questions in each of the sections focused on the main objectives of the study. The last section called for demographic data. There were thirty-three (33) questions, comprising both close-ended and open-ended questions. The open-ended questions provided respondents with the opportunity to express their opinions freely. For questions that needed further explanations, blank spaces were provided for respondents to freely express their thoughts. The questionnaires were self-administered, considering the fact that all the respondents were literates (they could read, understand and write).

The researcher distributed the questionnaires to respondents in various divisions. Respondents were given three days to complete answering the questionnaire. Due to the busy work schedule, most respondents took extra days to complete their responses. The process of collecting data took about two weeks and out of the 150 questionnaires distributed, 141 questionnaires were received representing a response rate of 94 percent.

3.2.2.4 Data Processing and Analysis

A computer assisted programme – Statistical Package for Social Sciences (SPSS) - was used to analyse the data collected. The data was manually screened and manually coded into the SPSS for analysis. Relevant tables of frequency with percentages, bar graphs and pie charts were used to determine respondents' responses to satisfaction, preferences and perceptions. These forms of data presentation made communication of summarised data quite easy and reader-friendly. Discussion of the findings was done in the context of related studies and the two theories that underpinned the study.

3.3 Ethical Consideration

To ensure that this study submitted to common social science ethical guidelines for data collection, the researcher was keen on concealing the identity of respondents, especially in a highly tensed work environment like GBC. The questionnaires began with assurance of respondents' anonymity. The researcher took time to elucidate the purpose of the study to each respondent who was in doubt. Respondents were also assured that no risk was involved in responding to the study. The researcher ensured that each respondent was quite satisfied and willing to participate in the study before questionnaires were served to them.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings from data gathered for the study. The chief purpose of the study was to describe the state of internal communication at the GBC. This study sought to describe the process of communicating GBC's digital migration to employees. The spotlight was on the volume of information, the channels used and the effectiveness of feedback communication, as perceived by employees. Using a triangulation method, data was gathered from both PD manager and employees to gather information to answer the research questions of this study. The findings of this study will be discussed in light of related studies and the theoretical framework elucidated in Chapter Two of this study.

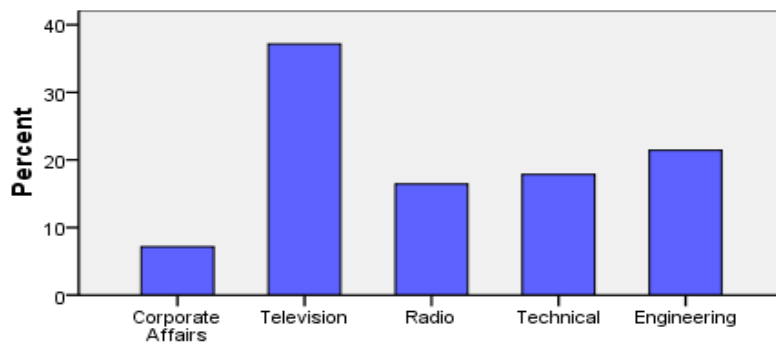
4.2 Demographics

Figure 3: A pie chart showing gender representations of respondents



Figure 3 shows majority (62.41%) of the respondents was males and close to two-fifth (36.88%) were females. One respondent (0.71%) did not indicate his or her gender.

Figure 4: A bar graph showing divisions where respondents work



As shown in Figure 4, most of the respondents (36.9%) were in the Television Division, more than a fifth (21.3%) were in the Engineering Division, whereas near a fifth (17.7%) were from the Technical Division. Also near a fifth (16.3%) represented the Radio Division and less than a tenth (7.1%) represented the Corporate Affairs Division. One respondent did not indicate his or her division.

Figure 5: A bar graph showing ranks of respondents at GBC

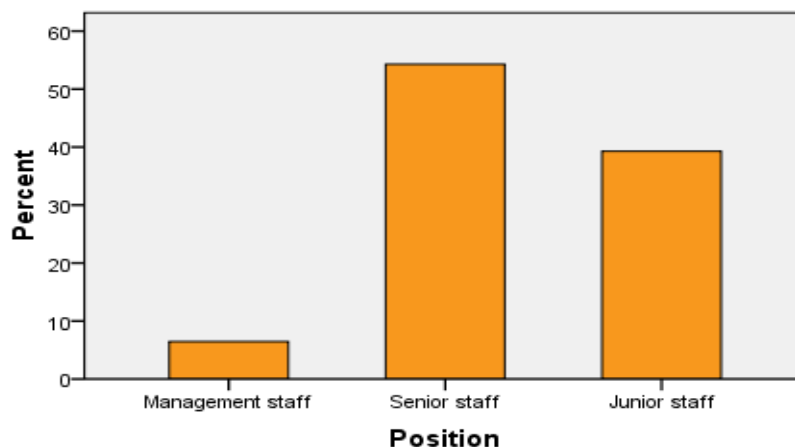


Figure 5 indicates that more than half of the respondents (54.3%) were senior staff, while close to two out of five respondents (39.0%) were junior staff. Less than a tenth of the respondents (6.4%) were management staff.

4.3 Process of Communicating Information on Digital Migration to GBC Staff

First of all GBC had an organisational structure which incorporated Public Relations Department (PRD) under the Corporate Affairs Division (CAD). The Publications Department (PD) was also put under the same division. The findings predicted that all the sub-units under the CAD only the PRD and PD communicated to employees on issues regarding digital migration. The PRD and the PD only communicated general or organisation-wide information on digital migration to all employees. The findings also showed that there are other technical and division-specific information that were communicated by heads of various divisions at GBC.

During the in-depth interview, the informants said the PRD and the PD had each conducted a communication activity on GBC's migration from Analogue (ATV) to Digital television (DTV). For instance in February, 2014, the PRD communicated information on the launch of four digital channels, in pursuance of holistic digital migration. The entire staff were the recipients of the information. The channels were *GTV* (a channel for events that matter most to Ghanaians), *GTV Sports +* (a channel for sports), *GBC 24* (a news channel) and *GTV Life* (a religion and culture channel).

The purpose of the communication was to inform and invite employees to the launch of the digital channels. The PRD also organised the venue and refreshment for the entire event. The PRD worked hand-in-hand with the PD. The PD was mandated to develop and publish information on general issues that were of interest to employees of GBC. A quarterly newsletter, *GBC Newsletter*, was used as a channel to communicate the organisation-wide

information, including GBC's digital migration. For instance, according to the PD Manager, the September 2013 edition of the newsletter contained informative and educative information on DTV transition or migration. Though the newsletter was meant for GBC staff, the information on DTV was also relevant for the general public.

The PRD and the PD both received instructions and information from the Director of CAD. The information was developed into a message and communicated through either the notice board or the *GBC Newsletter*. Since the latter channel was quarterly, the PRD and the PD communicated information through memos on notice boards. According to the PRD Manager, more than 15 notice boards were placed at vantage positions at GBC. Other offices also had notice boards for their internal use.

According to the PRD manager, both PRD and the PD were not management functions at GBC. They both played utility roles. This was due to the format of organisational hierarchy that was operating at the time of this study. The PRD and the PD reported to the Director of CAD, who in turn, reported to the Deputy Director General of GBC.

In the case of the launch of the four DTV channels, the PRD developed messages and sent to the Director of CAD to approve it before memos were sent via notice boards. Likewise, the PD gathered information and designed the *GBC Newsletter* under the auspices of the Director of CAD. Usually, the Head of PD together with his staff drafted the newsletter internally. After their review and editing, the draft soft copy was sent to the Director for CAD for

another review and then to the Director General or Deputy Director General for approval before final printing. According to the PD manager, the September, 2013 edition which included the information on DTV, the newsletter was widely distributed to all staff, partly because of the quest to educate the staff on digital migration in general.

Interestingly, the staff at the PRD did not have specific roles and functions. The PRD Head, who had a diploma in public relations (PR) said:

There are three of us and we all do the communication and there is no role apportioned to one particular person, we all do same work.

She added:

I believe that it is a process, and so it is not as if one person just handles the entire communication. At each material time, not all the three of us may be in the office and so the work is such that each of us has the experience to do it. Now anyone of us can, sort of do it. It is not as if, one person typed alone and another person does another thing alone. We can all type and do whatever notice it is and then do the posting as well.

The PRD and the PD sent the same information to all staff. The only variation has to do with pictures added to the information from PD. The medium of communication was English. According to heads of the two Units, there had not been any challenges in communicating to employees on digital migration because the relevant audiences were literate in English. The Units also conformed to the basic KISS principle in communication – **Keep It Simple and Short**. The researcher personally reviewed the information on digital migration published in the GBC Newsletter. To make information brief and easy to read, the PD adapted the number bullet-point style of drafting information. The bullet style presented information in a summary form for easy comprehension. It also made large information seem brief.

Figure 6: A multiple bar graph showing varied responses of GBC staff on information quantity

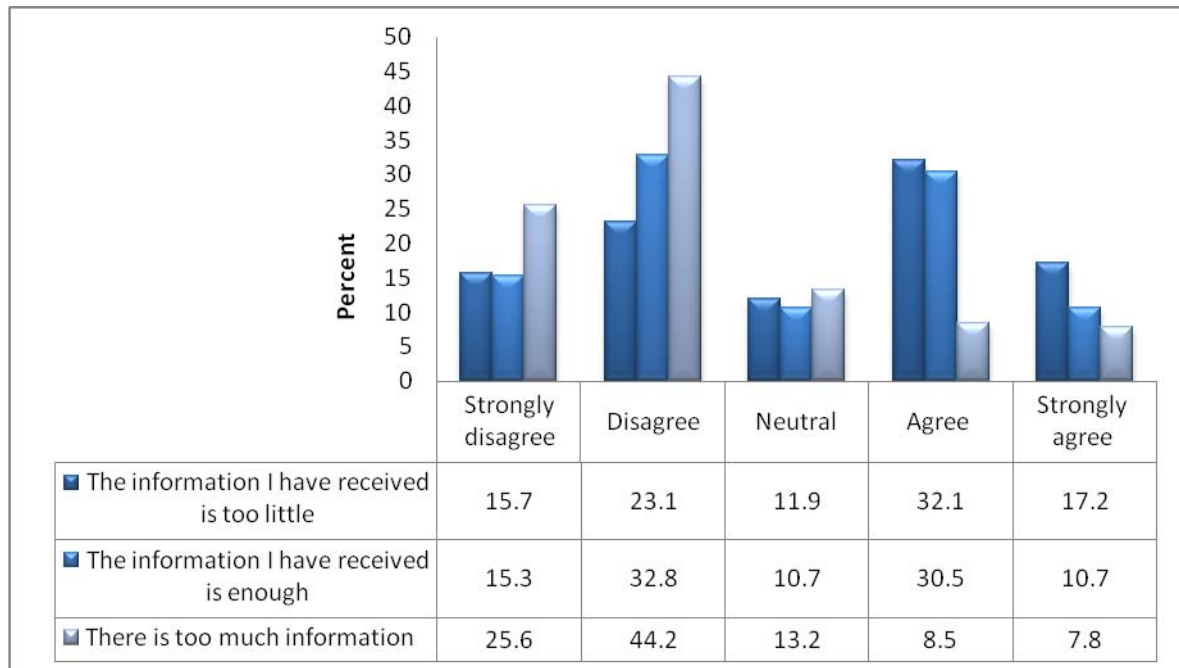


Figure 6 shows that majority (32.1%) of the respondents confirmed that they had received too little information, whereas more than three out of ten (32.8%) of the respondents disagreed that they received enough information on GBC’s digital migration. More than four out five (44.2%) of the respondents said they disagree that they had received too much information. The data indicated that respondents were not positive about the quantity of information they had received concerning GBC’s migration to digital transmission.

Figure 7: A multiple bar graph showing varied responses of GBC staff on information quality

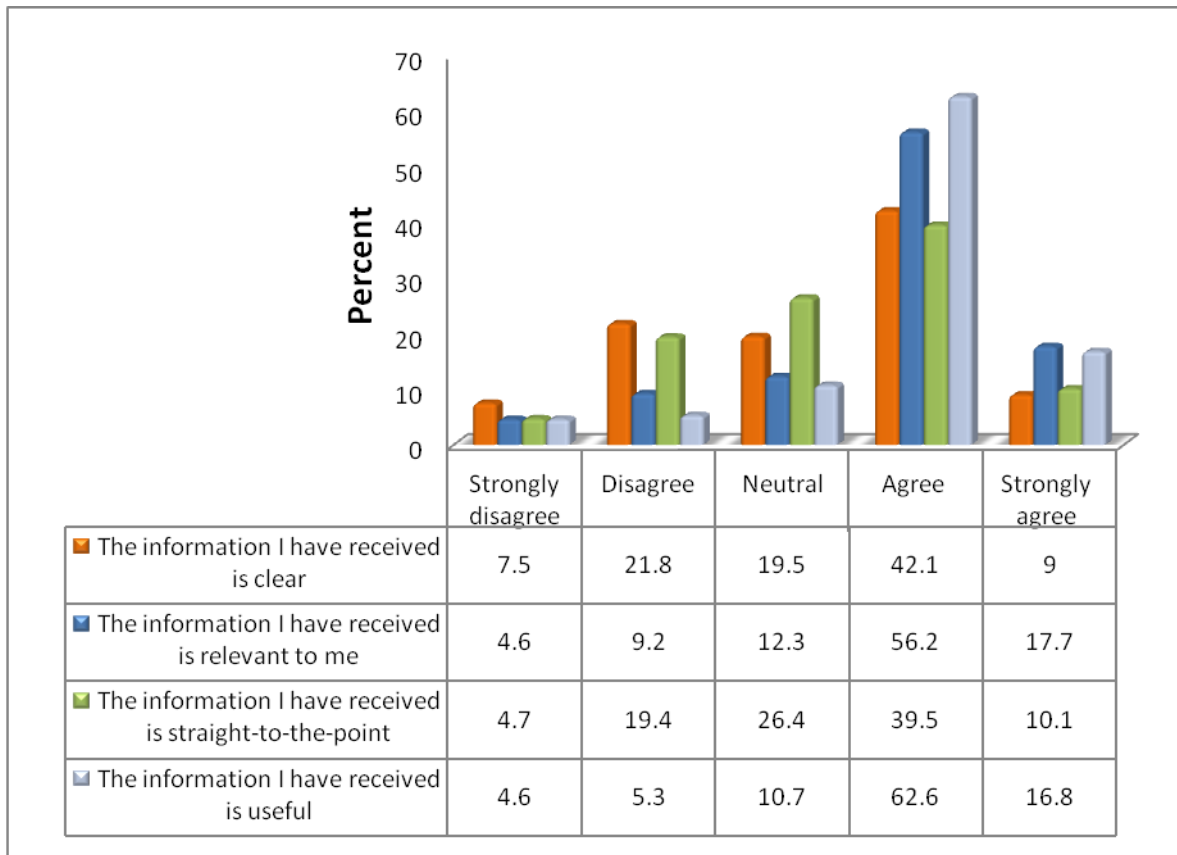


Figure 7 shows that more than two out of five (42.1%) agreed and close to a tenth (9.0%) strongly agreed to the fact that information on digital migration was clear to them. This means more than half of the respondents were positive about clarity of information they received. Cumulatively, majority of the respondents were positive about the fact that information was relevant. This is because more than half (56.2%) and close to a fifth (17.7%) of the respondents also agreed and strongly agreed that information was relevant.

Close to two out of five (39.5%) of the respondents agreed and a tenth (10.1%) of the respondents strongly agreed to the fact that information was straight-to-the-point. Most respondents rated information usefulness as the most positive of all the information

characteristics. More than three out of five (62.6%) of the respondents agreed and close to a fifth (16.8%) of the respondents strongly agreed that information on digital migration was useful. The data above suggested that respondents understood information they received on GBC's migration to the digital platform.

4.4 Internal Communication Channels

Usually, two channels were used for internal communication of information on GBC's digital migration. They were memos via notice boards and a quarterly newsletter christened *GBC Newsletter*. There were no computer-mediated channels (CMC) or technologically-advanced channels. The memos were used by the PRD while the PD developed and published the quarterly newsletter. The number of pages per publication at the time of this research was 24.

The PRD preferred the notice boards because they were a mass-mediated channel. The Head of the PRD said:

I believe that it reaches out to many more people. Gathering people at one particular time is a problem, and believe that when the notices are on the board, everybody has access to it and because of different work schedule, once it is on the notice board and the person sees it he/she will by all means read it.

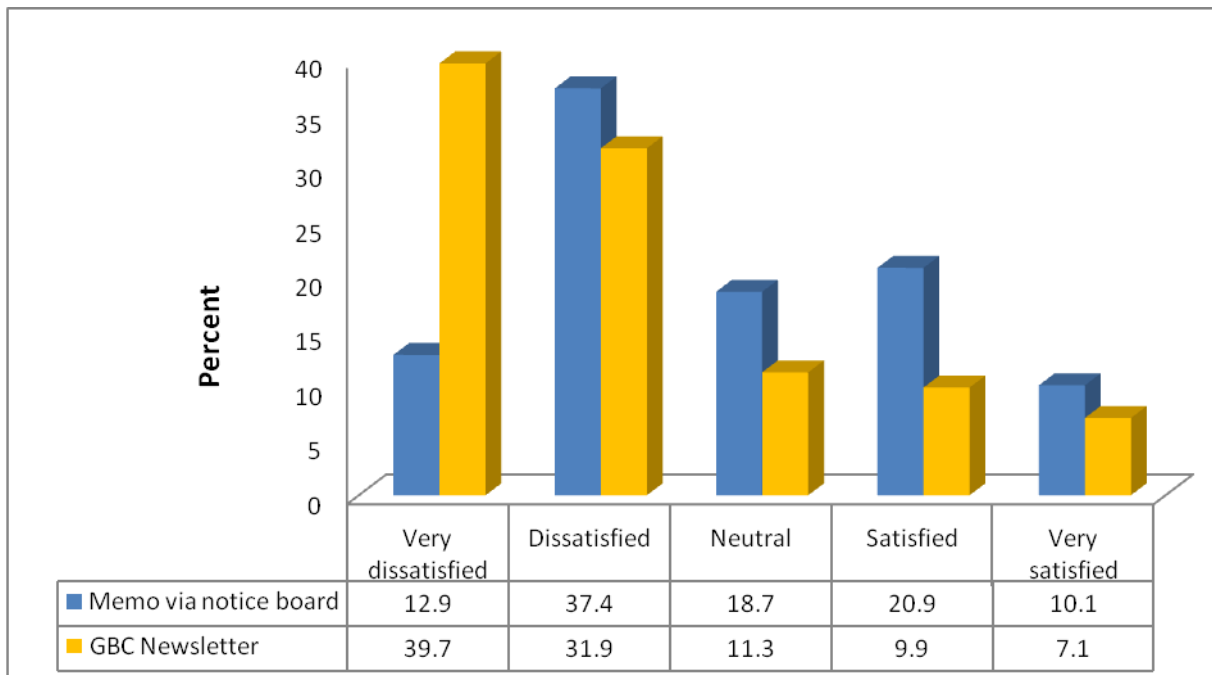
Durbar was another medium of communication at GBC. Organisation-wide durbars were convened by the Director-General (D-G) of GBC through the CAD. Durbars were used as medium of interactions between the D-G and all staff, on matters of interest to GBC and or its staff.

The interview with the Head of PRD found that employees interacted freely with management during durbars. The staff could express their grievances, ask questions and receive immediate responses. However, at the time of this study, no durbar had been organised for the purpose of communicating information on GBC's digitalisation to the staff. There was only one time that some staff asked questions about DTV migration during a general durbar.

At the time of the study, the PRD was planning to communicate organisation-wide information like digital migration through divisional durbars. Though the PRD Head admitted that it would be time-consuming, she acknowledged that divisional durbars would convene more audiences.

We are exploring more channels like, the divisional durbars where all are informed, because there you could get more people and it is a smaller forum for more interaction. So those are the channels we are looking at.

Figure 8: A multiple bar graph showing varied responses of GBC staff on satisfaction with communication channels through which they received information on GBC’s digital migration.



As shown in Figure 8, close to two out five (37.4%) and more than three out of ten (31.9%) of the respondents were dissatisfied with the use of memos via notice boards and *GBC Newsletter* as channels of communication. Also, more than a tenth (12.9%) and nearly two out of five (39.7%) of the respondents were very dissatisfied with the use of the two channels respectively.

Figure 9: A multiple bar graph showing varied responses of GBC staff on preferences for communication channels to receive information on GBC’s digital migration.

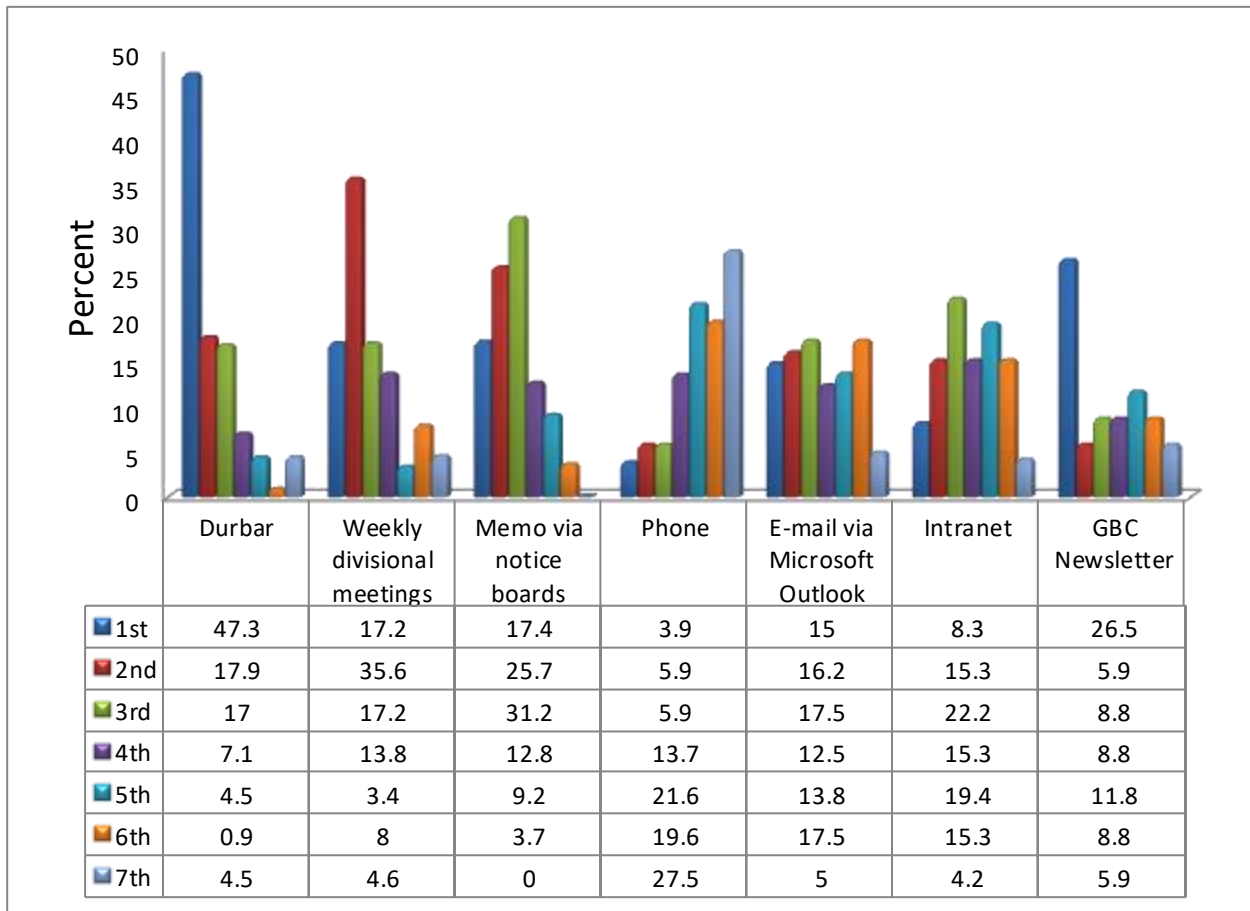


Figure 9 shows that the most preferred medium for communicating GBC’s digitalisation was direct, face-to-face interaction. This is because close to half (47.3%) and close to a fifth (17.2%) preferred durbars and weekly divisional meetings, respectively. The direct channels were ranked higher (1st and 2nd) by respondents. Memo and *GBC Newsletter*, respectively, followed the ranking as the 2nd and 3rd most preferred channels. This is shown by the accumulation of the percentages each of them obtained as 1st and 2nd rated preferred channel. Even though there were no modern electronic channels at GBC, some respondents preferred to receive information through the e-mail and the intranet. Phone was the least preferred channel. It trailed in the rankings.

The use of social media was not a prominent feature of the internal communication activity at GBC. Though social media can be accessed easily on common communication gadgets like cell (android smartphones) phones, laptops, palmtops, tabs and computers, it appeared that both communicators and the staff of GBC were not too enthused with incorporating social media as a channel for communicating and receiving information on GBC's digital migration. This study found that a few factors account for this state of affairs at GBC.

First of all, the PRD had mixed perceptions about internal social media communication. The Head of PRD said:

Social media is not something we have explored yet in this organisation. I'm afraid, it may not work effectively here, because it just doesn't suit our system of communication. First of all, most social media networks like WhatsApp and Facebook, twitter and the likes, though make communication very interactive, most often than not, they make communication appear informal and unofficial as compared to memos and the newsletter.

She added:

Not only that, also, a lot of our offices do not have internet connection. Those which are hooked to the internet are not able to access it constantly, because of network problems. These hiccups make internet communication quite undesirable. Lastly, some do not even have computers. Some of them use their personal laptops and so they cannot extend its use to other staff, and that is a challenge.

The study also found that the PRD thought social media was an insecure medium. In other words, it was too fragile to handle communications meant for only staff of GBC. Surprisingly, not even a single respondent preferred the use of social media for internal communications on digital migration. Even though the research questionnaire did not

incorporate social media in the choices of responses, respondents had the opportunity to indicate their preference for social media in the 'other' response section of the questionnaire. Interestingly, not even a single person indicated his or her preference for social media for internal communication.

4.5 Feedback communication

Feedback communication was not a prominent feature of internal communication at GBC. Examining the *GBC Newsletters* and a few memos, the study realised that did not usually demand feedback. The information appeared informative rather than interactive. The contents were for the purpose of bringing staff's awareness to matters regarding GBC's digital migration. For instance, the PRD sent information on notice boards, telling and inviting staff to the launch of four digital channels. Such information had the undertone of information rather than interaction. Also the information on DTV transition contained in the September, 2013 edition of the *GBC Newsletter* was just informative and educative. If any staff wanted to give feedback, he or she could walk into the offices of the PRD or PD and have discussions with the heads of the units. The heads then communicated forwarded the information to the relevant divisional head if it had to do with technical information or to the Director of CAD, if the feedback was on organisation-wide matter for solution.

As at the time of this study, the Heads of PRD and PD had not received any feedback communication from GBC staff regarding digital migration. The head of the PRD said:

For now I have not received any feedback, but if there is any feedback people can walk up to our office or make phone calls for clarification of issues.

When it came to feedback communication on digital migration, close to seven out of ten (68.3%) of the respondents said feedback communication was a feature in the internal communication at GBC. A little over three out of ten (31.7%) of the respondents said feedback was part of the communication system.

Figure 10: A bar graph showing the number of times respondents sent feedback on communication on GBC's digitalisation.

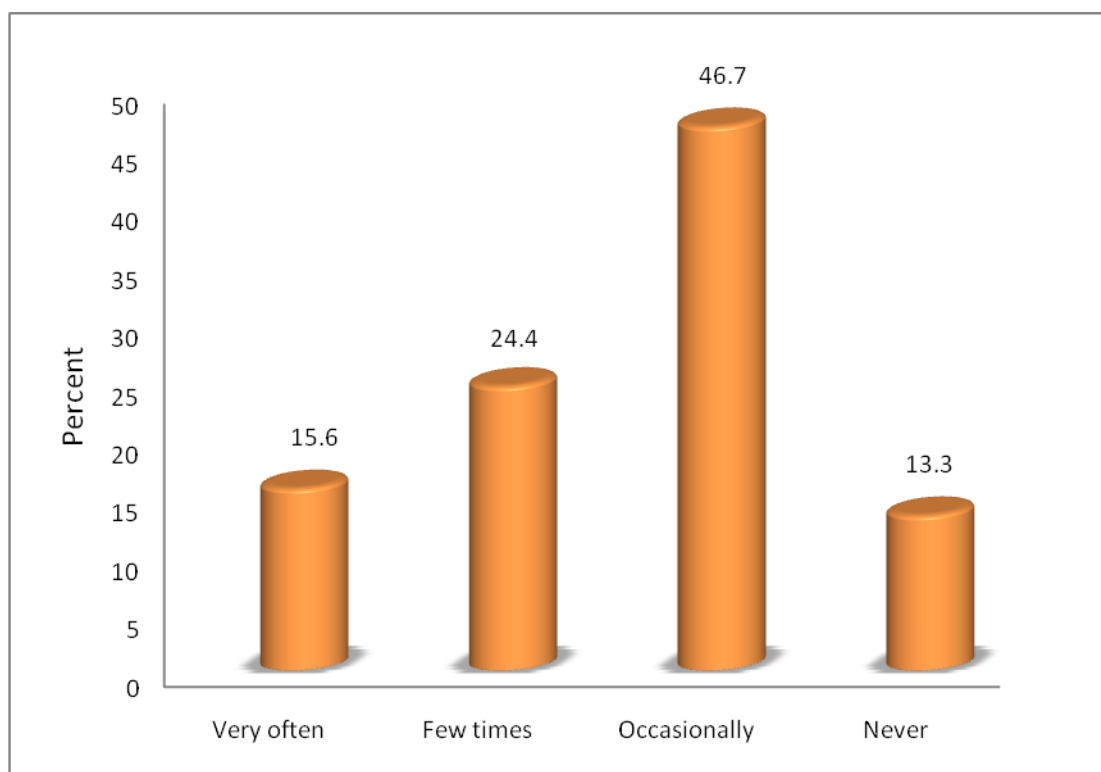
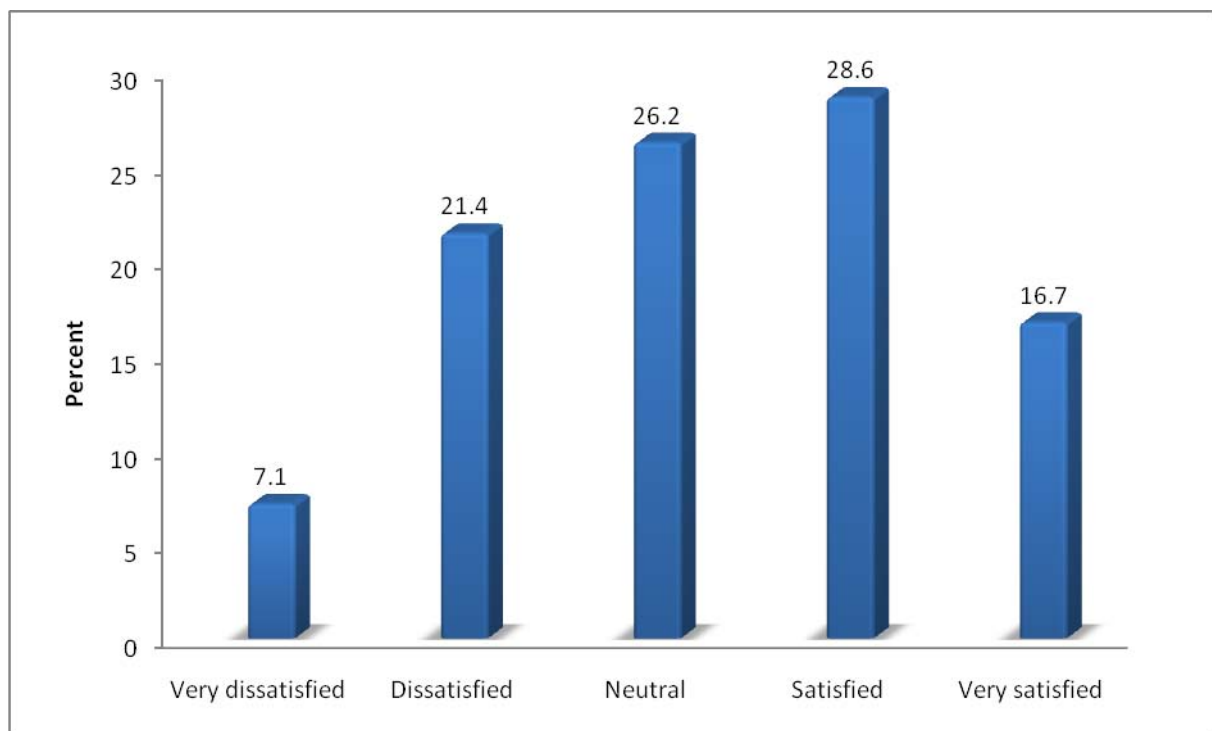


Figure 10 shows that close to a half (46.7%) of the respondents sent feedback occasionally. Close to a quarter (24.4%) sent feedback just a few times, whereas more than a tenth (13.3%) never sent feedback on communications on GBC digitisation. Only three out of twenty (15.6%) of the respondents sent feedback very often. The statistics meant that bottom-up feedback communication was not a regular feature in communications on digitalisation at GBC.

As to why some respondents did not send feedback regularly, close to six out of ten (57.7%) of the respondents attributed the situation to non-availability of interactive feedback channels. One of the respondents said: “there are virtually no feedback channels. Here you can send feedback via memo and newsletter. It can’t work”. A little over three out of twenty (15.4%) of the respondents said feedback communication was not too necessary since they understood the information on digitalisation. Close to three out of ten (26.9%) attributed their inability to send feedback to their busy work schedule.

Figure 11: A bar graph showing the rating of satisfaction with feedback responses on employees’ feedback communication on GBC’s digitalisation.



As shown in Figure 11, close to three out of ten (28.6%) and more than three out of twenty (16.7%) of the respondents were satisfied and very satisfied respectively with the response they received to their feedback. Over a fifth (21.4%) and less than a tenth (7.1%) of the

respondents were dissatisfied and very dissatisfied with feedback responses. Close to three out of ten (26.2%) were neutral in their rating of satisfaction. The direction of responses from the chart shows that respondents were more positive in their assessment of level of satisfaction with feedback communication from sources of information on GBC's digitalisation.

When asked about their suggestions for improvement of internal communication, almost all responses bordered on feedback communication at GBC. More than forty percent (40%) of the respondents requested for regular interactions between sources of information and GBC staff on matters of digitalisation. A little over a quarter (25.8%) of the respondents called for more quantity of information from sources of communication and a little over a quarter (25.8%) called for interactive model technology channels like e-mail via Microsoft outlook and intranet, whereas less than a tenth (6.5%) called for the use of suggestion boxes to facilitate feedback communication on issues of GBC digitalisation.

4.6 Discussion of findings

The first research question was aimed at ascertaining whether or not the interactive model of communication process was typified in the case of communications on GBC digitalisation. First of all, data from in-depth interviews and survey showed that communication on GBC's digitalisation had the basic elements of a typical communication process. The communications began with the PRD and/or the PD (sources), who communicated on digital migration of GBC (message), via memos on notice boards or newsletter (channels) to all staff (recipients). Survey data showed that respondents could decode messages encoded by the

PRD and the PD. There was no formal, organised feedback channel except that respondents had the opportunity to walk into the offices of the PRD and the PD to give feedback. Because this feedback channels were not formalised, most respondents perceived that there was no feedback communication on information on digitisation of GBC.

Subjecting this state of affairs at GBC to the assumptions of the interactive model of communication process, one can see that internal communications at GBC typified Shannon and Weaver's (1948) linear model of communication, instead of Schramm's (1954) model of interactive communication. The latter model required that there must be a recognised feedback communication system. This means that there should be formalised channels through which feedback communication may be done. Inferring from the assumptions of the model, feedback communication happened best when the recipients have the opportunity to send feedback via the same communication channels through which they received information from the source(s) of information. In the case of GBC, the two channels deployed for communication could not be used for feedback. Though respondents could use face-to-face channel, it was not a formalised channel and not everyone was aware of this channel for feedback communication.

According to the assumptions of the interactive model, two communicating parties communicate better when they are in common field of experience. Concerning channels of communication, the study found differing fields of experience between the PRD and the PD on one hand and the staff of GBC on the other hand. While the PRD and the PD thought that

the channels of communication were appropriate, the respondents thought the channels were not interactive.

Inferring from the above discussions, one would not be wrong to say that, to a large extent, the process for communicating GBC's digitalisation to all staff, was not characteristic of Schramm's (1954) interactive model of communication process. At best, it typified Shannon and Weaver's (1948) linear model of communication.

The second research question was to find out, whether or not, the internal communication channels facilitated effective interactive communication on GBC's digitalisation. Effective communication, in this case means, the flow of information and frequency of interaction between the sources of information and the recipients.

The findings of the study showed that the channels for communication – memos and newsletters, did not have the capacity to facilitate effective interactive communication between sources of information and staff of GBC. These traditional channels did not have the feature of interactivity, as compared to e-mailing and intranet. With the memos and the newsletter, recipients of information usually do not feel part of the communication activity. They rather feel that information is being disseminated to them. Inferring from the survey data, respondents felt side-lined when it came to communications on GBC's digital migration. This feeling explains why most of the respondents preferred to receive information on digitalisation via direct (face-to-face) channels like durbar and weekly meetings.

This finding was in congruence with the findings of White et al. (2010), Rice (1993) as well as Litch and Martin (2005). All the afore-mentioned scholars found that employees are satisfied with and prefer direct or face-to-face medium of communication. However, the findings contrasted with that of Welch (2012) as well as Johnson and Albert (2005) who found in their studies that organisations and their employees both preferred the use of computer-mediated channels (CMCS) for internal communication. Differences in the level of exposure and adaptation to modern communication technologies might have accounted for the differences in findings.

One of the categories of communication channels that was conspicuously missing from the findings was social media technologies. It appeared from the findings that social media communication was not part of the modus operandi of communication inside GBC. Findings showed that both communicators and respondents were not quite emphatic on internal social media communication of matters on digital migration. Social media was not even a prime choice for feedback communication. This finding goes in contrast with the findings of Druke (2007) as well as La Porte et al. (2002). The aforementioned scholars found that social media use have gained momentum in organisations.

In spite of the interactive characteristics of social media communication, communicators and respondent perceived it as somewhat informal and too social. Such perceptions denied GBC from harnessing the advantages of social media for internal communication. Majority of social media including facebook, whatsapp, instagram, twitter, telegram and the likes have closed-group or 'group-members-only' menu choices. Usually the platform administrator

holds the discretion to permit or not permit any addition request by someone. These advanced communication technology software applications have made communication more interactive. However, the finding at GBC depicted more of apprehension and lack of knowledge of the use and communication benefit of using social media for intra-organisational communication.

The third research question was aimed at finding out, whether or not, and to what extent the assumptions of the media richness theory was relevant in the context of communications on GBC's digital migration. The findings suggest some aspects of the assumptions of the Daft and Lengel's (1984) media richness theory were relevant in the context of GBC. The features of GBC's communication channels indicated that the channels were lean channels. They were lean because they did not meet the four main requirements for the channels to be called 'rich', according to the media richness theory. Memos via notice boards and GBC newsletter did not have the capacity to facilitate immediate feedback. They could not also transmit multiple communication cues. They could only communicate by text and images. They did not have the capacity to transmit voice inflections and tones, facial expressions and gesture among others even though they possessed a few of the capabilities to meet the criteria for richness, such as language variety.

According to Dennis, Valacich, Cheri and Morris (1998), even though the manner of information delivery may vary, depending on the level of richness of a selected medium, the substance and accuracy of the message is usually not affected, regardless of the medium. The findings of this study support the above assertion. According to the survey data, respondents

largely agreed that the substance of the message was not compromised, even though they were not too happy with the channel for communicating GBC's digitalisation.

The variety of media choices as preferred by the respondents is in line with Barkhi's (2002) assertion that that in a given situation with the same messages and motives, the best media chosen may vary from person to person. The survey findings of respondents' channel preferences are in congruence with White et al.'s (2010), Giri and Santra's (2008) as well as Litch and Martin's (2005) findings. All the aforementioned studies found that employees or stakeholders preferred to receive information direct, face-to-face medium. Welch (2012) in a study found that most preferred solely mediated, electronic channels. This was in contrast to the findings of this study.

According to the media richness theory, communicators endeavour to reduce equivocality and uncertainty by deploying rich media for communications. Subjecting the situation at GBC to Watson and Bélanger's (2007) and Galbraith's (1977) definitions of equivocality and uncertainty of communication, the study found that information on GBC digitalisation was unequivocal but uncertain. In other words, most of the respondents understood the messages but there was a negative differential between information needed and information received. Because equivocality was not a problem, the PRD and the PD did not use rich channels to communicate.

The last research question was aimed at finding out employees' perception of feedback communication on information relating to GBC's digitisation. Most of the respondents did not regard feedback as a regular feature of internal communications on GBC's digitisation. This may be because there were virtually no formalised feedback communication channels for communication on digital migration. Even respondents who acknowledged the existence of feedback communication were not very actively sending as was expected. Again, majority of the respondent attributed their inability to send feedback to the non-availability of interactive feedback channels. Others felt feedback was not necessary because they understood the messages they receive on GBC's digital migration. The rest of the respondents were not active in feedback communication because of their busy work schedule.

The study found that feedback was sent to other divisions that were directly related to the information on digital migration at GBC. Since the PRD and the PD, at the time of the study said they had not received any feedback, it meant that, feedback from respondents was sent directly to the relevant division rather than via the PRD or the PD. The study also conjectured that, it was possible that the PRD and the PD could not recall any feedback communication. Respondents perceived that feedback communication was very crucial and needed repair for effective internal communication at GBC. This assertion is based on the fact that respondents were keen on issues of feedback communication more than any other in their suggestions for improvement of internal communication. They were keen on the revamping of communication channels in order to foster feedback communication. In congruence with Forssberg and Malm's (2001) assertion, lack of feedback direly affected internal communication at GBC.

CHAPTER FIVE

CONCLUSIONS, LIMITATIONS AND RECOMMENDATION

5.1 Introduction

The purpose of this research was to ascertain the state of internal communication at the time of digital migration of the Ghana Broadcasting Corporation (GBC). The first objective of the research was to describe the process of communicating GBC's digitalisation to its staff. For this reason, the study wanted to know the level of communication interactivity at the Broadcasting House in Accra. Also, the study wanted to find out whether or not, the communication channels facilitated interactive communications on digital migration at GBC. The study also sought to identify the assumptions of the media richness theory that were relevant in the GBC context. Last but not the least, the study sought to identify the perception of employees on feedback communication.

Exactly 150, employees from five out of 10 divisions at Broadcasting House were selected by multi-stage sampling procedure. The study triangulated to get qualitative and quantitative data to respond to the research questions. This final section of the study presents a summary of the key findings, limitations of the study as well as recommendations for further research.

5.2 Summary of key findings

A major finding was that the process in communicating information on GBC's digital migration was not interactive. The communication process did not meet the requirement of Schramm's (1954) model of interactive communication. Also, the study found that, the

communication system at GBC did not have a formalised feedback channels that would facilitate interactivity. Even though, various aspects of the interactivity were present in the communication process, the irregularity of feedback made the communication process seem linear.

It was also clear from the study that the internal communication channels were inadequate and also inhibited interactivity. The memos via notice boards and the GBC Newsletter were not enough to foster regular communication between management and staff on issues regarding digital migration of GBC. Moreover, the channels did not have inherent capacity to facilitate interactivity and consequently feedback communication.

The study found that most employees preferred to receive information on digitisation through direct (face-to-face) communication. They specifically preferred employee durbars and weekly divisional meetings as channels that could be deployed to communicate information on GBC's digitilisation. In light of this, it would be unrealistic for communicators to assume that so far as a channel performs its function, i.e. send information, it will be preferred or accepted by all recipients. The findings showed that employees preferred a blend of traditional and modern computer-mediated channels as compared to only print or electronic formats. This means in disseminating information, dual or multiple tactics can be deployed to enhance internal communication efficiency and effectiveness.

The study also found that employees were not too happy with feedback communication at GBC. Employees were critical of feedback communication. Majority of the respondents made it clear that there were no feedback channels, and by extension, no feedback communication between the PRD and the PD on one hand and employees on the other hand. Even employees who acknowledged the existence of feedback communication said, they were not keen on using it. This means that feedback communication at GBC needs critical attention.

The overall finding of the study suggests that internal communication of GBC's digital migration was poorly conducted. This finding buttressed Sharma and Kamalanabhan (2012) opinion that most organisations poorly develop internal communications.

5.3 Limitations and Recommendations

Knowing that there is dearth of academic knowledge on internal communication in Ghana and by extension Africa, this study is expected to contribute to building the body of knowledge in this area of organisational communication. This study specially highlighted interactivity in internal communication, and it is expected to throw light on the dire need of this dimension in intra-organisational communication.

The researcher admits that while the findings were very insightful, the study was limited by the use of just one organisation. This single-cased research, however, will contribute new

empirical data to build academic knowledge on internal communication. However, the results of this study may not be generalised to all employees of public organisations in Ghana.

This study recommends that new studies be conducted to assess interactivity of internal communications in organisations in Ghana. This study foresees interesting results from such future studies. This is because such organisations need to engage their publics if they want to enhance productivity. Therefore interactivity is expected to be the watchword of all these organisations, but they are likely to deploy this differently.

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Appendix A

Interview Guide

Introduction

- What is your job title?
- What is your job description?
- How long have you been working at GBC?
- Please tell me your educational background in communications, if you have any?

General Communication Process

- Briefly describe the general internal communication process at GBC?
- Which staffers in your office are involved in internal communication?
- What role does each staff play in a typical internal communication activity?

Communicating Information on Digital Migration to Staff

- With specific instances, please describe how (the process) you communicate information on digital migration to GBC staff?
- What specific role did your unit/department play?
- What factors did you consider when selecting your target audience(s)?
- What factors did you consider to ensure information you sent was relevant, clear and understandable to employees?
- Which channels did you use?
- Please explain why you used those channels for communicating?
- What feedback do you receive when you send information on digital migration?
- What feedback did you receive on the use of the channels for communication?
- What was your reaction to employees' feedback, if any?
- Have you done any internal survey to find out the communication needs of employees regarding digital migration? If yes, what were the results?

Appendix B

Communication Audit Questionnaire

Dear Respondent,

My name is Samuel Kotei Nikoi, a student of the School of Communication Studies, University of Ghana, Legon. I am gathering data to conduct a study on the topic - *Internal Communication in the Ghana Broadcasting Corporation*, as part of my MA dissertation. The specific focus of this study is to find out employees’ perception of how the analog-to-digital migration has been communicated to them by the Public Relations Unit and the Publications Unit in GBC. Therefore, this questionnaire is aimed at gathering data to ascertain the details of your perception. I would be grateful if you could spare a little of your precious time to respond to this questionnaire. I assure that responses you would provide shall be held in **anonymity** and shall be used for **academic purpose only**. Please note that the research would be meaningful if you give **honest and true responses**. Kindly read the preambles carefully, before you proceed to respond to questions. Thank you very much for your cooperation.

Please **tick the response** of your choice or **write clearly** in cases where you must fill in responses.

SECTION 1 – Information

1. Which one source do you most often receive information on the digital migration of GBC?
 - a) Directly from Public Relations Unit
 - b) Directly from the Publications Unit
 - c) From Public Relations Unit through divisional/unit heads
 - d) Rumour among colleagues
 - e) Other (please specify).....

Using the Likert Scale beneath, please determine your rating of quantity (volume) of information you receive on digital migration at GBC. Please tick (✓) response.

Quantity of information	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2. The information I have received is too little					
3. The information I have received is enough					
4. There is too much information					

Using the Likert Scale beneath, please determine your rating of quality of information you receive on digital migration at GBC. Please tick (✓) response.

Quality of information	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5. The information I have received is clear					
6. The information I have received is relevant to me					
7. The information I have received is straight-to-the-point					
8. The information I have received is useful					

SECTION 2 – Communication Channels

9. Through which channels do you often receive information on GBC’s digital migration? Rank 1st, 2nd, 3rd etc.
- a) Durbar (face-to-face)
 - b) Weekly meetings (face-to-face)
 - c) Memo (on the notice boards)
 - d) Phone
 - e) GBC Newsletter

Using the Likert Scale beneath, please indicate your level of satisfaction with the communication channels through which you receive on digital migration at GBC. Please tick (✓) response.

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
10. Durbar					
11. Weekly meetings					
12. Memos via notice boards					
13. Phone					
14. GBC Newsletter					

15. Which channels would you prefer to receive information on GBC’s digital migration? Rank – 1st, 2nd, 3rd etc.
- a) Durbar
 - b) Weekly meetings
 - c) ‘News Information’
 - d) Phone
 - e) E-mails via Microsoft Outlook
 - f) Intranet
 - g) Other (please specify and indicate rank)

16. Please, briefly explain the reason for your response to question 15?

.....
.....

SECTION 3 – Feedback practices

17. Do you have opportunity to send feedback on information on digital migration at GBC? *If 'no' skip to section 4*

- a) Yes
- b) No

18. Who/which office do you send feedback to?

- a) Public Relations Unit
- b) Technical Division
- c) Engineering Division
- d) Radio Division
- e) TV Division
- f) Other (please specify).....

19. How often do you send feedback on information on digital migration?

- a) Very often
- b) Few times
- c) Occasionally
- d) Never

20. Please briefly explain the reason for your response to question 19?.....

.....
.....

.....
.....

21. Which channels do you use to send feedback? Rank them – 1st, 2nd, 3rd etc.

- a) Durbar (face-to-face)
- b) Weekly meetings (face-to-face)
- c) Phone
- d) GBC Newsletter
- e) Other (please specify and indicate rank)

22. Apart from the channel(s) stated in question 21, which channel(s) would you prefer to send feedback?

- a) Suggestion box

- b) Intranet
- c) Email via Microsoft Outlook
- d) Social media (please specify).....
- e) Others (please specify).....

23. Why do you prefer the channel(s) you have ticked in question 22?.....

.....

.....

.....

.....

Using the Likert Scale beneath, please determine your rating of the feedback on digital migration at GBC. Please tick (√) response.

Feedback	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
24. Kind of responses to my feedback					
25. Time of response to my feedback					

26. What is the reason for your choice of response to question 24?.....

.....

.....

27. What do you think must be done to improve internal communication in GBC?.....

.....

.....

SECTION 4 - Demographic Data

28. Gender: a) Male b) Female

29. Which age bracket do you fall within?

- a) Below 20 years
- b) 21 - 30 years
- c) 31 – 40 years
- d) 41 – 50 years
- e) 51 – 60 years
- f) Over 60 years

30. How long have you been working for GBC?

- a) Less than 1 year
- b) 1-5 years
- c) 6-10 years
- d) 11-15 years
- e) 16-20 years
- f) Over 20 years

31. Which of the following best describes your education level?

- a) Secondary education
- b) Professional qualification
- c) Tertiary
- d) Other (please specify).....

32. What is your rank in the GBC?

- a) Manager
- b) Senior staff
- c) Junior staff
- d) Other (please specify).....

33. Which division/unit do you work in?
.....

THANK YOU

APPENDIX C

A table showing sampling results for each of the divisions at GBC

Division	No. of employees	Quota	Sampling interval
Corporate Affairs	73	11	6
Technical Production	190	30	6
Engineering	176	28	6
Radio	160	26	6
TV	324	52	6