



UNIVERSITY OF GHANA

SCHOOL OF INFORMATION AND COMMUNICATION STUDIES

**THE INFLUENCE OF EFFECTIVE INTERNAL COMMUNICATION ON JOB
PERFORMANCE. “THE CASE OF NESTLÉ GHANA.”**

BY
NANA AMA HAYFRON
(10939802)

This Dissertation is submitted to the University of Ghana, Legon in Partial
Fulfillment of the Requirement for the award of MA in COMMUNICATION STUDIES
Degree.

APRIL, 2024

DECLARATION

This work is the outcome of my research, and I, **NANA AMA HAYFRON**, thus certify that it has not been submitted by anybody else for consideration for any academic honors at this university or any other. All references utilized in the research have been given due credit. I am consequently accountable for any inadequacies

Name: NANA AMA HAYFRON



Signature

25/11/25

Date

Dr. SARAH AKROFI-QUARCOO

(Supervisor)



Signature

25/11/25

Date



DEDICATION

I dedicate this work to my parents, Mr., and Mrs. Hayfron, to whom I owe my achievements in life, my siblings, my auntie, Mrs. Patience Owusu and to all the young women out there reaching out for their dreams.



ACKNOWLEDGEMENT

My sincerest thanks go to the Lord for His all-encompassing protection and direction provided to me during my academic career.

I want to express my heartfelt gratitude to Dr. Sarah Akrofi-Quarcoo, who acted as my supervisor throughout this time, for her unending support, contribution, supervision, and encouragement. I would not have gotten this far without your help. During my time in school, my dear family encouraged, supported, and sacrificed just to see me succeed and I appreciate it.

I want to thank each lecturer for the guidance and inspiration. May the good Lord bless every one of you.

My final thanks go out to all my friends and classmates for helping me along the journey with their support and assistance.



ABSTRACT

Communication is a part of the everyday life of people. Internal communication in an organization occurs within the organization by sharing and exchanging messages for the growth and progress of the organization. The aim of this study is to find out the influence of internal communication on employee job performance. This study seeks to add to literature on communication especially internal communication in Nestlé Ghana which is one of the most recognized organizations in the fast-growing food industry. Organizational information theory was used in discussing the theoretical framework of this study. This theory was propounded by Karl Weick in 1969. A mixed method approach was used for this study. The study employed the use of two primary data collection instruments. That is, a structured questionnaire and an interview guide were used in collecting data from the respondents for this study. The population of the study was the employees of Nestlé Ghana Headquarters, Accra. The reason for the choice of Nestlé Ghana is because of their importance in the fast-moving consumer goods sector. The data analysis techniques used in this study were the descriptive statistics, inferential statistics, and thematic analysis. The findings from this study indicated that digital communication platforms such as emails and instant messaging application were the most used internal communication channels at Nestlé Ghana. It was found out that employees accessed their work emails and their instant messaging application almost every time to not miss any company information. It was also found out that the employees were happy with the feedbacks they got from their superiors through timely and detailed meetings which improved their job performance. The recommendations made in line with the findings discovered that the use of multiple digital communication channels even though beneficial can sometimes lead to miscommunication among employees and so Nestlé Ghana can reduce the number of platforms to avoid confusion and enhance job efficiency. Also, the study revealed that the employees were happy with the time-to-time face to face meetings they usually have with their superiors

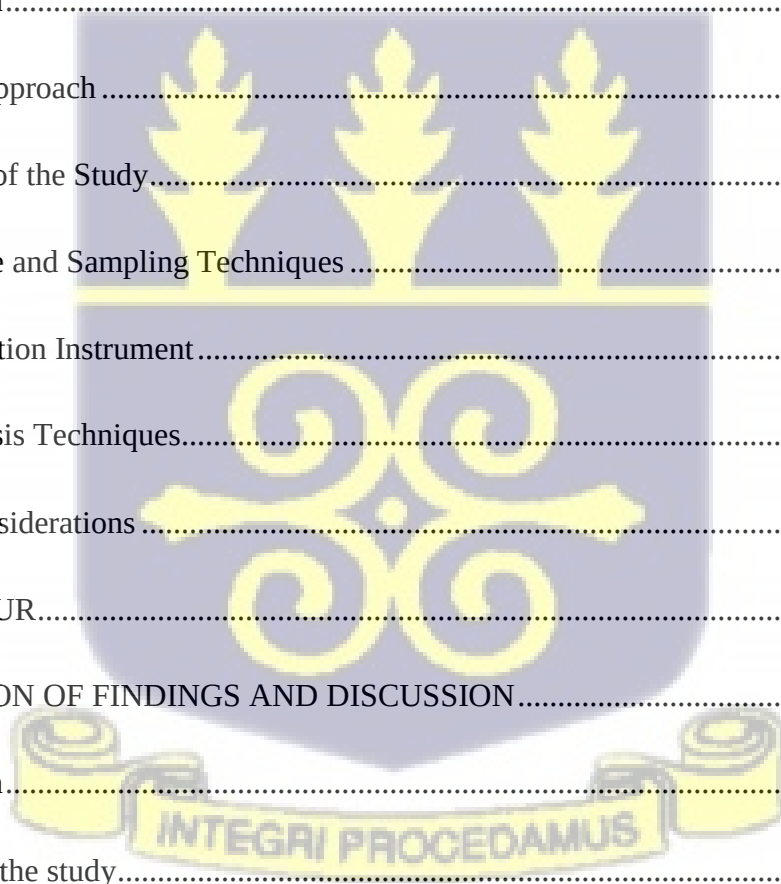
and so Nestlé Ghana could adopt the use of an application just for virtual check ins and immediate response to work related issues.



TABLE OF CONTENTS

DECLARATION.....	i
DEDICATION.....	ii
ACKNOWLEDGEMENT.....	iii
ABSTRACT	iv.
TABLE OF CONTENTS.....	vi
LIST OF ABBREVIATIONS.....	ix
CHAPTER ONE	1
INTRODUCTION	1
1. Introduction.....	1
1.2 Problem Statement.....	4
1.3 Objectives of the Study.....	5
1.4 Research Questions.....	5
1.5 Significance of the Study.....	6
1.6 Scope of the Study	6
1.7 Organisation of the study.....	6
LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Internal Communication and Organizational Effectiveness	8
2.2.2 Leadership Communication and Employee Engagement.....	8
2.2.3 Channels of Internal Communication and Information Flow	9
2.2.3.1 Face-to-Face Communication.....	10
2.2.3.2 Digital Communication Platforms	10

2.2.3.3 Instant Messaging and Collaboration Tools	10
2.2.3.4 Internal Newsletters and Bulletins	11
2.2.3.5 Town Hall Meetings	11
2.2.3.6 Suggestion Boxes and Feedback Channels.....	11
2.2.4 Internal Communication and Job Performance.....	11
2.3 Theoretical Framework.....	14
CHAPTER THREE	17
RESEARCH METHODOLOGY.....	17
3.1 Introduction.....	17
3.3 Research Approach	17
3.4 Population of the Study.....	19
3.5 Sample Size and Sampling Techniques	19
3.6 Data Collection Instrument.....	21
3.7 Data Analysis Techniques.....	22
3.8 Ethical Considerations	24
CHAPTER FOUR.....	25
PRESENTATION OF FINDINGS AND DISCUSSION.....	25
4.1 Introduction.....	25
4.2 Findings of the study.....	25
4.2.1 Demographic Characteristics of Respondents	25
4.4 Discussion of Findings.....	30



CHAPTER FIVE	33
5.1 Introduction.....	33
5.2 Summary of findings.....	33
References.....	36
APPENDIX A.....	44
RESEARCH INSTRUMENT	44
STRUCTURED QUESTIONNAIRE	46
INTERVIEW GUIDE	47



LIST OF ABBREVIATIONS

FMCG- Fast Moving Consumer Goods



CHAPTER ONE

INTRODUCTION

1. Introduction

The landscape of fast-moving consumer Goods (FMCG) in Ghana is a dynamic and competitive sector, pivotal to the country's economic growth (Tsey, et al.,2023). Companies within this sector, such as Nestlé Ghana, play a crucial role in meeting the daily needs of the populace, offering a wide range of products from food to personal care items. The essence of internal communication within FMCG companies cannot be overstated, as it forms the backbone of operational efficiency and employee satisfaction (Bulama et al., 2021).

Nestlé Ghana Limited is a subsidiary of Nestlé South Africa, the world's largest food and Beverage Company headquartered in Vevey, Switzerland. In Ghana, it was established in 1957. It began operating under the name Nestlé Products Ghana Limited. It used to be primarily involved in importing and distributing Nestlé products such as milk and chocolate beverages. In 1968, the company was incorporated locally as Food Specialties Ghana Limited to facilitate the local manufacturing and marketing of Nestlé brands. This marked the start of Nestlé's transformation from an import-based operation to a full-scale production company in Ghana. The company officially changed its name to Nestlé Ghana Limited in 1987.

1.1 Background of the study

Internal communication is a vital process through which information, ideas and values are exchanged within an organization to achieve common goals (Welch & Jackson,2007). They conceptualize internal communication as a multidimensional construct that includes internal

communication management, team peer communication and internal corporate communication. It is made up of both formal and informal communication channels that facilitate organizational functions and employee alignment (Kalla,2005).

Tourish and Hargie (2009) stated that internal communication serves as the bloodline of organizations by promoting coordination, trust, and the flow of information necessary for effective decision making. Men (2014), views internal communication as strategic, focusing not merely on message dissemination but on relational engagement that brings understanding between employees and management. In the Ghanaian organizational context, (Abugre,2013) argues that internal communication also functions as a cultural and social process shaped by hierarchy, respect and power distance that influences how messages are transmitted and received.

Internal communication is the linchpin that holds together the various departments and teams within an organization, ensuring that everyone is aligned with the company's goals and objectives (Kovaité et al., 2020). In the FMCG sector, where the pace of change is rapid, and the need for responsiveness is high, internal communication becomes even more crucial. It facilitates the flow of information, enhances collaboration, and fosters a culture of openness and trust among employees (Kulachai et al., 2018) and (Neto et al., 2018). Moreover, it enables the management to effectively convey their expectations, provide feedback, and recognize the contributions of their employees, thereby motivating them and enhancing their job satisfaction (Kambara et al.,2023).

In today's competitive and dynamic environment, internal communication has become an important determinant of organizational success and employee performance. For communication to influence the job performance of employees, it means the internal communication is very good among them which will result in how well they understand their

roles. Influence, internal communication and job performance are therefore interrelated concepts that collectively shape employee productivity.

Influence within an organization's setting is the ability of factors such as leadership communication and interpersonal communication to shape employee attitudes or behaviors. According to (French & Raven, 1959), 's theory of social power, influence comes legitimate and power sources which determine how effectively supervisors can guide and motivate employees. (Judge & Robbins, 2019) also describe influence as a process through which employees are inspired towards achieving organizational goals and success. (Verčič et al., 2012) define internal communication as the strategic management of interactions and relationships among stakeholders within an organization. (Men, 2014) also makes it clear that effective internal communication builds trust between employees and management and stakeholders. (Jackson & Welch, 2007) also argue that well-structured internal communication creates a sense of belonging and a shared understanding among employees leading to improved teamwork which reflects in their job performance.

In a multinational organization such as Nestlé Ghana, internal communication plays an important role in connecting the different teams and ensures that employees from the different departments are well informed. The organization's ability to use different communication channels will ensure that employees receive timely and accurate information. This will help with productivity which is because of the job performance.

Job performance is the effectiveness with which employees carry out activities that will contribute to the productivity of an organization. Borman and Motowidlo (1993) categorize job performance into task performance which is activities directly linked to producing services and contextual performance which involves behaviors that support the organizational environment. Campbell (1990) also adds that job performance depends on an individual's ability and the

environment of the organization. In this regard, the effectiveness of internal communication has been identified as a major predictor of employee job performance (Khan et al.,2020).

The need for effective internal communication is further underscored by its direct influence on job performance. Studies have shown that there is a significant correlation between the quality of internal communication and the performance of employees (Atambo & Momanyi,2016) and (Darmawan & Mubarak,2019). Effective communication ensures that employees are well-informed about their roles and responsibilities, understand the strategic direction of the company, and are aware of how their work contributes to the overall success of the organization (Maiwada & Oshionebo, 2023). This clarity and sense of purpose can lead to increased efficiency, higher productivity, and improved job performance.

In the context of Nestlé Ghana, the need for this study becomes evident when considering the unique challenges and opportunities that FMCG companies face in Ghana. As such, companies like Nestlé Ghana must ensure that their internal communication strategies are robust, flexible, and capable of supporting their employees in navigating these challenges (Nestlé, 2023).

.

1.2 Problem Statement

Internal communication is recognized widely as an aspect of communication that influences the daily wellbeing of an organization. Scholars note that when employees receive clear, timely and reliable information, their efficiency and task performance improves (Men, 2014). However, many continue to experience communication gaps that undermine employee job performance. In large multinational companies such as Nestlé Ghana, internal communication becomes even more complex due to the hierarchical structure, different internal communication channels and the rapid flow of information in a competitive environment (Hargie & Tourish, 2004). Existing literature suggests that employees in many organizations encounter challenges

such as unclear instructions, inconsistent feedback mechanisms and information delays which negatively influence their job performance (Welch, 2012).

In the African context, there is limited literature on how internal communication can influence the job performance of employees. This gap in literature makes it difficult for the management of Nestlé Ghana to understand the practical impact of how internal communication can influence the job performance of their employees. This study will focus primarily on Nestlé Ghana and contribute to the existing literature by examining the extent to which internal communication can influence the job performance of employees.

1.3 Objectives of the Study

The general objective of the study is to examine the influence of effective internal communication on job performance of employees at Nestlé Ghana Ltd.

The study aimed to achieve the following:

1. To identify the channels of internal communication that are most effective in influencing job performance at Nestlé Ghana Ltd.
- 2 To determine the influence of internal communication on employee job performance at Nestlé Ghana ltd.
- 3 To make recommendations for improving internal communication practices at Nestlé Ghana ltd.

1.4 Research Questions

The following are the research questions that will guide the objectives raised above;

- 1 To what extent does effective internal communication influence employee job performance at Nestlé Ghana ltd?

- 2 How does the timeliness of internal communication at Nestlé Ghana ltd impact employee job performance?
- 3 What are the barriers to effective internal communication at Nestlé Ghana ltd?
- 4 What strategies can Nestlé Ghana ltd implement to improve effective internal communication to influence employee job performance?

1.5 Significance of the Study

This study is significant because it would add to the existing knowledge on internal communication and employee job performance mostly within the context of multinational firms operating in developing countries such as Ghana. The study would also contribute to scholarly articles because its findings would guide scholars in refining theoretical models related to effective communication and job performance outcomes. Also, the study's significance to communication practitioners is that it would provide practical insights into how effective internal communication strategies could be implemented to enhance job performance and the study would be of significance to organizations like Nestlé Ghana by helping them recognize the relationship between internal communication and job performance.

1.6 Scope of the Study

The population for this study was drawn from respondents of a selected Fast Moving Consumer Goods (FMCG) in Ghana, namely Nestlé Ghana Limited Headquartered in Accra Central.

1.7 Organisation of the study

This research would be put into five different chapters. The first Chapter of the study covered the introductory chapter of the study, which contained the background of the study, problem statement, objectives, research questions set with regards to the study, the relevance of the study, scope, and organization.

The second chapter consists of the literature of other scholars with regards to the influence of effective internal communication and its influence on job performance and the theoretical framework of the study.

Chapter three focuses on the study's methodology.

The findings and the discussion of findings are shown in the fourth part.

The last chapter of the study talks about the conclusion of the study, the limitations, and recommendations of the research.

1.8 Chapter Summary

This chapter gave a brief introduction and background to the entire study. It was followed by the problem statement, the research objectives and research questions and it ended with the significance of the study, scope of the study and the organisation of the study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter will discuss the theoretical framework that underpins this study and review literature related to and relevant to this study. This chapter will begin with the literature reviewed and then briefly explain the Organization information theory which underpins the study.

2.2 Internal Communication and Organizational Effectiveness

A central theme in communication research is the link between internal communication and the overall organizational effectiveness. (Welch,2011) states that strategic internal communication aligns employees with organizational objectives, creating a shared sense of purpose and direction. Adrian and Downs (2004) also argue that communication satisfaction (a measure of how employees perceive communication quality) is a strong indicator of organizational success. In African organizations, communication effectiveness is often challenged by hierarchical structures and centralized decision making (Abugri, 2013). Abugre (2013) noted that limited feedback hinders effective employee motivation. However, when communication systems are open, they enhance cooperation, trust, and efficiency (Agbevade,2015). For multinational organizations like Nestlé Ghana, maintaining clear internal communication across the hierarchical levels is very important to ensure consistent job performance.

2.2.2 Leadership Communication and Employee Engagement

Leadership communication plays an important role in shaping the internal communication and influencing employee job performance. Men (2014) established that transformational

leadership fosters symmetrical internal communication which in turn enhances job satisfaction and employee engagement. Transformational leaders communicate, encourage participation, and use communication channels such as face to face dialogue to connect with employees. Welch (2012) similarly notes that leaders who prioritize internal communication foster trust with their employees and organizational commitment. Tourish (2013), also highlights the importance of upward communication. Upward communication according to (Kreitner & Kinicki, 2013) is the transmission of messages from subordinates to superiors within an organization, providing management with feedback about operations in the organization, policies, and employee needs. Tourish (2013) argued that many leaders overestimate how well information flows upward which can lead to distortion in communication. Ampah (2012) found that leadership openness to feedback significantly improves employee morale and communication satisfaction.

2.2.3 Channels of Internal Communication and Information Flow

The landscape of internal communication is diverse, encompassing a variety of channels that cater to different organizational needs and preferences. These channels are crucial for disseminating information, fostering dialogue, and enhancing engagement within the workplace. The choice of communication channels can significantly influence the effectiveness of the internal communication strategy, making it essential for organizations to carefully select and utilize these tools. Daft and Lengel (1986) 's Media Richness Theory states that communication media differ in their capacity to convey information and reduce ambiguity. Face to face communication is the richest channel, followed by video calls, phone conversations and written messages. Men (2014) found that employees prefer email and meetings for formal messaging. Tourish and Hargie (2009) recommend regular communication

audits to evaluate the internal communication channel's effectiveness and to ensure that there is alignment between message type and communication medium. In some African workplaces, technological constraints and cultural preferences may shape the internal communication channel choices. Abugre (2013) found that some Ghanaian organizations often rely on hierarchical, top-down channels which limits feedback. However (Abugre, 2013) stated that as advanced and digital tools become common, organizations can fuse mobile communication platforms to enhance internal communication.

2.2.3.1 Face-to-Face Communication

Face-to-face communication remains one of the most effective channels for internal communication, offering immediacy and the opportunity for real-time feedback. This channel facilitates a personal connection and can be particularly effective for sensitive or complex discussions where non-verbal cues are important. Studies have shown that face-to-face meetings can enhance trust and clarity, making them an indispensable tool for fostering a cohesive organizational culture (Men, 2020).

2.2.3.2 Digital Communication Platforms

The advent of digital technology has revolutionized internal communication, introducing platforms that allow for instant and widespread dissemination of information. Email, intranets, and company social networks are among the most used digital channels. These platforms enable organizations to reach a large audience quickly and provide a repository for information that employees can access at their convenience (Verčič & Vokić, 2021).

2.2.3.3 Instant Messaging and Collaboration Tools

Instant messaging and collaboration tools like Slack, Microsoft Teams, and WhatsApp groups have become increasingly popular in the workplace. These tools support real-time communication and collaboration, allowing teams to share information, files, and feedback

instantaneously. They are particularly useful for remote or distributed teams, facilitating a sense of connection and immediacy that can be challenging to achieve otherwise (Klein, 2019).

2.2.3.4 Internal Newsletters and Bulletins

Internal newsletters and bulletins are effective channels for keeping employees informed about company news, updates, and achievements. These can be distributed digitally or in print, offering a curated selection of content that highlights key information and stories from across the organization. Newsletters and bulletins can help build a sense of community and keep employees engaged with the broader goals and successes of the company (Smith, 2020).

2.2.3.5 Town Hall Meetings

Town hall meetings are large, open forums where employees can hear directly from senior management and discuss company-wide issues. These meetings provide a platform for transparency, allowing leaders to communicate strategic directions, celebrate successes, and address concerns. They also offer employees the opportunity to voice their opinions and ask questions, fostering a culture of openness and inclusivity (Johnson, 2021).

2.2.3.6 Suggestion Boxes and Feedback Channels

Suggestion boxes and dedicated feedback channels encourage employees to contribute ideas and express concerns anonymously if desired. These channels demonstrate an organization's commitment to listening to its employees and valuing their input. In view of this, by facilitating two-way communication, they can uncover valuable insights and foster a culture of continuous improvement (Lee, 2022).

2.2.4 Internal Communication and Job Performance

Job performance encompasses a wide array of definitions, each highlighting different aspects of how employees fulfil their roles and contribute to organizational goals. López-Cabarcos et

al. (2022) define job performance as the evaluation of the extent to which employees achieve specific tasks and objectives set by their employers, emphasizing the role of work environmental variables and leadership behaviours. This definition underscores the multifaceted nature of job performance, which not only hinges on individual effort but is also significantly influenced by the surrounding work environment and leadership styles.

Men (2014) demonstrated that effective internal communication mediated by employee engagement leads to improved job satisfaction and productivity. Welch (2011) argues that communication alignment enhances employees' role clarity and their sense of belonging which translates into better job performance outcomes. Similarly, (Clampit & Downs, 1993) found that employees who experience higher communication satisfaction show greater motivation and commitment. Abugre (2013) reported that effective internal communication positively influences job performance and interpersonal relationships in an organization. Quagrine (2017), also stated that in some Ghanaian manufacturing firms, clear internal communication systems lead to a higher productivity. Sang (2016) examines the role of communication channels in the implementation of performance management frameworks, suggesting that the choice of internal communication channels can either facilitate or hinder the effective execution of these frameworks. This finding points to the critical role of communication in operationalizing organizational strategies and achieving desired outcomes. Holmin and Safarova (2015) advocate for a stakeholder approach to determining the appropriateness of internal communication channels, arguing that understanding the preferences and needs of different stakeholder groups within the organization can lead to more effective communication practices.

Bin-Abdullah (2023) focuses on the effectiveness of interactive communication channels in facilitating two-way communication between employees, highlighting the importance of interactivity in promoting engagement and feedback. This study suggests that channels that

support interactive communication can significantly enhance the flow of information and ideas within an organization, leading to improved job performance.

Otoo and Florence (2016) provide compelling evidence from the Ghana Revenue Authority, demonstrating that effective internal communication significantly contributes to improved employee job performance. These studies show the importance of clear, consistent, and purposeful communication in facilitating employee understanding of organizational goals and their roles in achieving these objectives. Similarly, (Osei et al. ,2022) examine the Ghanaian public sector, revealing that internal communication plays a crucial role in enhancing employee performance through the mediating effect of organizational commitment. This finding suggests that when employees feel valued and informed, their commitment to the organization strengthens, leading to higher performance levels.

In the healthcare sector, Agyeiwaa and Arboh's study on Ghana's National Health Insurance Scheme further corroborates the positive impact of effective communication on employee job performance. Their research highlights how clear and internal communication channels can lead to better coordination, reduced misunderstandings, and enhanced job satisfaction among employees, thereby improving overall organizational performance. This is echoed in the findings of (Kulachai et al. ,2018), who link internal communication with employee participation, job satisfaction, and performance.

The role of internal communication in enhancing job performance is not limited to conventional work settings but extends to contexts shaped by global challenges, such as the COVID-19 pandemic. Agustriyana (2021) examines the effect of internal communication on employee performance during the pandemic, finding that adaptive communication strategies are crucial in maintaining and even improving job performance amidst unprecedented disruptions. This adaptability is crucial for organizations navigating the complexities of the modern work

environment, as evidenced by (Dooshima & Elegbe ,2021), who explore the influence of internal communication on job performance improvement, highlighting the strategic importance of internal communication in driving employee job performance gains.

2.3 Theoretical Framework

The theoretical framework of a study provides the foundation upon which its research questions and hypotheses are built, offering a lens through which the phenomena under investigation can be viewed and understood. In the context of exploring the impact of effective internal communication on job performance, particularly within FMCG companies like Nestlé Ghana. The organizational information theory will help to conceptualize how internal communication influences job performance of the employees of Nestlé Ghana respectively, providing a robust theoretical underpinning for the study.

2.3.1 Organizational Information Theory

The organizational information theory (OIT), was developed by Weick in 1969. The theory's focus was on how organizations collect, process, and interpret information to make sense of their environment and effectively operate. This theory proposed that organizations are just not structures and buildings but they are systems where members interact, share information and construct meaning (Weick, 1969). According to the organizational information theory, the success of organizations depends on the information they receive and share. Weick (1969) argued that employees and the people working within an organization engage in sensemaking – interpreting and organizing information to decide how to act. The organizational information theory views communication as a social process rather than just a simple transmission of messages.

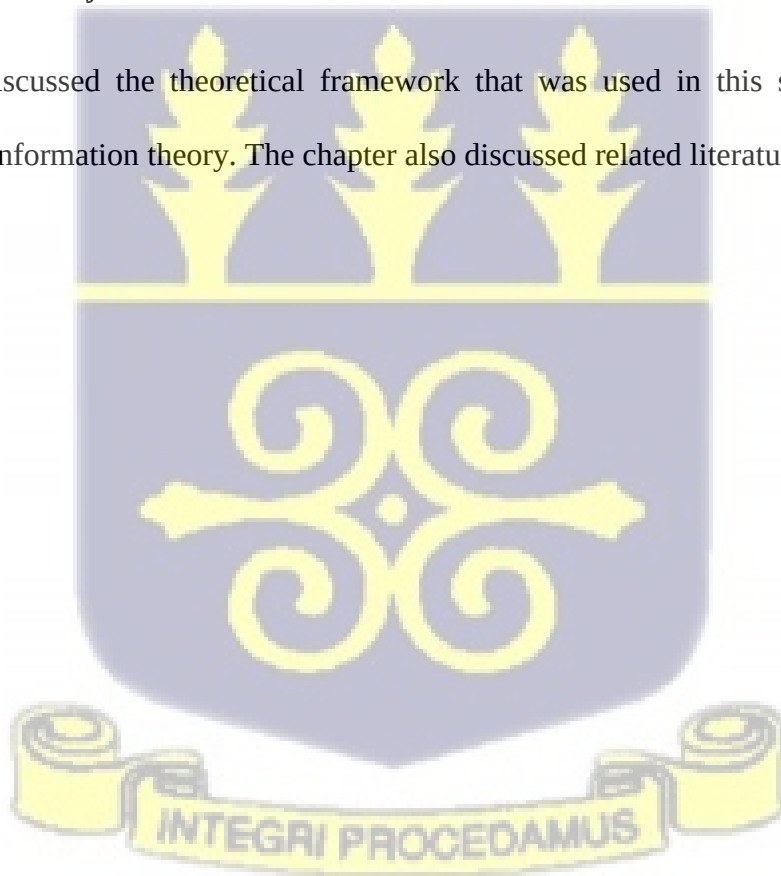
Weick (1995) outlined some assumptions underlying the organizational information theory. Weick (1995) argued that information does not have inherent meaning and that members of an organization are the ones who create meanings through interaction and interpretation. He also stated that communication is cyclical and that organizations interpret and adjust to new information. The last assumption made by Weick in 1995 was that through communication, learning and adaptation occurs as the people in the organization retain useful information through communication for future events.

The first key tenet for this theory as argued by (Weick,1979) is that there is equivocality reduction. He stated that equivocality occurs when employees face messages or information that can be understood in more than one way making it difficult to determine their next course of action and so he argued that organizations must engage in sensemaking and information processing through communication (dialogue and feedback) to reduce equivocality. The second key tenet (Weick,1995) stated was sensemaking. According to (Weick,1995), sensemaking is the process through which members of an organization interpret information and construct shared understanding. He stated that through internal communication channels like feedback, individuals turn confusing information shared into meaningful knowledge that helps them. Weick (1995) also stated enactment as another key tenet. He stated that organizations do not just react to their environments, they enact them. Enactment refers to how employees act on information and through the information they help create the environment they respond to. The fourth key tenet stated by (Weick,1995) was selection. He stated that once information is enacted, organizations must select how to interpret and respond to it. The last key tenet as stated by (Weick,1995) was retention. He stated that the retention process ensured that useful interpretations of information are stored for future use. Weick (1995) stated that organizational policies, communication protocols and lessons learned on the job are examples of information that are stored for future situations.

The organizational information theory as propounded by (Weick,1969) is being deployed in this study because it helps to understand how effective internal communication has an influence on job performance of employees. The relevance of the organizational information theory to the Nestlé Ghana organization is that there is transparent and clear communication among employers (management) and employees of Nestlé Ghana which reduces equivocality. Also, sensemaking enables employees of Nestlé Ghana to have shared understanding of communication through the information shared which shows in job performance. And finally, through enactment, selection and retention, the Nestlé Ghana organization will learn to improve their internal communication practices which will show off in their job performance.

2.4 Chapter Summary

This chapter discussed the theoretical framework that was used in this study that is the organizational information theory. The chapter also discussed related literature.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three discusses the research methodology used in this study. The chapter begins with an introduction and the research design used in the study followed by the study's population, sample size, sampling procedure, data collection procedure and data analysis.

3.2 Research Design

Research design is defined as “the plans and procedures that span the decisions from broad assumption to detailed method of data collection and analysis” (Creswell, 2009, p.3). The study employed a mixed methodology to achieve the aim and objectives of the study. The quantitative approach will help to ensure that the findings are objective and measurable. Creswell and Creswell (2018) assert that quantitative research uses numerical data and statistical analysis, which minimizes bias and gives the findings of the study a higher degree of reliability and validity since they can be independently verified. The qualitative approach according to (Punch, 2013), asserts that the qualitative research allows researchers to gain knowledge and understanding of social and organizational phenomena. The qualitative research method is an appropriate approach used to explore the details of the study.

3.3 Research Approach

The study used a mixed-method research approach, integrating both quantitative and qualitative methodologies to explore the influence of effective internal communication on employee job performance within Nestlé Ghana. Mixed method is a research approach that combines or associates both qualitative and quantitative forms of research (Creswell, 2018). This approach is particularly advantageous for its ability to provide a comprehensive

understanding of research problems by combining statistical analysis with in-depth contextual exploration (Clark & Creswell, 2018). By using a mixed-method approach, the study used the strengths of both quantitative and qualitative research, which enabled a more nuanced analysis of the complex dynamics between internal communication practices and job performance.

Quantitative methods in this study would be used to gather numerical data on aspects such as the frequency of internal communication, employee job performance metrics. This data would be analyzed statistically to identify patterns, correlations, or differences that can offer insights into the relationship between internal communication practices and job performance (Bryman, 2016). The quantitative component of the study would provide a solid foundation for generalizable findings, which would offer a broad overview of the impact of internal communication on job performance across the organization.

Qualitative methods would be employed to collect detailed information through methods such as interviews. These methods would allow for the exploration of employees' experiences and attitudes towards internal communication within Nestlé Ghana. The qualitative component of the study was conducted as the second part of the study because the qualitative enriches the quantitative data by providing context, depth, and understanding of the underlying mechanisms through which internal communication influences job performance (Maxwell, 2013) and because the quantitative was done first, it informed the way the interview guide was structured. The qualitative approach facilitated the exploration of nuances and subtleties that numbers alone cannot capture, which offered insights into the quality of communication, the effectiveness of different channels, and the emotional and psychological impacts of communication practices on employees. This methodological synergy would enable the researcher to draw well-rounded conclusions that are both empirically grounded and deeply contextualized.

3.4 Population of the Study

The population of this study was made up of the employees of Nestlé Ghana Limited, headquartered in Accra. There are several branches of Nestlé Ghana which are made up of regional sales offices in Koforidua, Kumasi, Tamale and Takoradi. There is also a Tema branch which is a factory and industrial site. This study focused on the employees in the headquarters office which is in Accra. The reason for selecting the Accra branch which is also the headquarters was because the various representatives of the company's communication structure all have their offices there and so choosing this branch, enabled this study to capture a comprehensive view of how internal communication influence employee job performance.

3.5 Sample Size and Sampling Techniques

The simple random sampling method was used for the quantitative part of this study. Simple random sampling according to (Easton & McColl,1997) is the basic sampling technique where we select a group of subjects (sample) for a study from a larger group (a population). Everyone is chosen entirely by chance and each member of the population has an equal chance of being included in the sample (Easton & McColl,1997).

A crucial first step in making sure that the research findings would be trustworthy and generalizable was figuring out the right sample size for the study. The Yamane formula is one of the most often used techniques for determining sample size in social science research.

Introduced by Taro Yamane in 1967, this formula, $n = \frac{N}{1+N(e^2)}$, where (n) represents the sample size, (N) is the total population, and (e) is the level of precision (often set at 0.05 for a 95% confidence level), provides a straightforward approach to sample size determination (Yamane, 1967). Applying this formula to the population of Nestlé Ghana Limited, which consists of 1,813 employees, (Nestlé, 2023). 317 of the respondents were handed the questionnaires. The respondents were gotten through the simple random sampling.

The adoption of simple random sampling as the sampling technique further enhanced the study's methodological rigor. Simple random sampling ensures that every member of the population has an equal chance of being selected for the sample, thereby minimizing selection bias, and enhancing the representativeness of the sample (Bryman, 2012). This technique was particularly suitable for a study involving a large and diverse population, such as the employees of Nestlé Ghana Limited, as it allowed for the collection of data that was reflective of the entire workforce regarding internal communication and its impact on job performance.

The Yamane formula was used to determine the sample size and employed simple random sampling, the study sets a solid foundation for collecting data that was both statistically valid and representative of the population under the study. This methodological approach ensured that the findings derived from the sample could be confidently generalized to the entire population of Nestlé Ghana Limited employees, thereby providing valuable insights into the effectiveness of internal communication practices across the organization (Creswell, 2014).

Furthermore, the precision level was set at 0.05 for a 95% confidence level strikes a balance between accuracy and practicality, which allowed for a reasonable margin of error while still ensuring that the sample size was manageable and the research findings were robust (Cochran, 1977). This level of precision was widely accepted in social science research and was particularly appropriate for a study that explored the nuanced dynamics between internal communication and job performance, where slight variations in communication practices or job performance metrics could have significant implications.

For the qualitative aspect of this study, the non-probability sampling method that was employed was the convenience sampling. Convenience sampling is a non-probability sampling technique in which the researcher selects participants based on their availability and ease of access (Alkassim et.,2016). Ten (10) employees participated in the convenience sampling. These

employees were the ones who were available and willing to participate for the interview. The selection focused on employees at various hierarchical levels which included managers, supervisors, and the general staff.

3.6 Data Collection Instrument

In the pursuit of understanding the intricate influence between effective internal communication and employee job performance within Nestlé Ghana Limited, the study employed two primary data collection instruments: a structured questionnaire and an interview guide. These data collection instruments were designed to gather comprehensive and nuanced data, facilitating a deep dive into the dynamics of internal communication practices and their impact on job performance.

The structured questionnaire served as a quantitative instrument, that offered a standardized set of questions that ensured consistency in the data collected from a broad segment of the employee population (Bryman, 2016). This approach allowed for the efficient collection of data on a wide range of variables related to internal communication and job performance, which enabled statistical analysis to identify patterns, correlations, and trends. The use of a structured questionnaire was particularly advantageous in a study with a significant sample size, as it facilitated the gathering of data that was both comparable and quantifiable, thereby enhancing the reliability and generalizability of the findings (Creswell, 2014).

The interview guide served as a qualitative instrument, designed to facilitate in-depth discussions with a select group of participants. This tool allowed for the exploration of participants' personal experiences and insights regarding internal communication and its influence on their job performance (Maxwell, 2013). The interview guide was structured to encourage open-ended responses, also provided the flexibility to probe deeper into specific areas of interest and to explore topics that emerge spontaneously during the conversation. This

qualitative component of the data collection process enriched the study by adding context and depth to the quantitative data, offering a more holistic understanding of the research problem (Patton, 2015).

The combination of a structured questionnaire and an interview guide represented a methodologically robust approach to data collection, harnessing the strengths of both quantitative and qualitative research methods. This mixed-method strategy ensured that the study captured not only the breadth of information necessary for statistical analysis but also the depth of insight required to understand the complex and subjective experiences of employees regarding internal communication and job performance (Tashakkori & Teddlie, 2009).

Furthermore, the use of questionnaires and interviews enhanced the validity of the research findings by corroborating evidence from multiple sources and perspectives (Denzin, 1978). This comprehensive approach to data collection was instrumental in building a nuanced and multifaceted understanding of how effective internal communication practices influence job performance within Nestlé Ghana Limited, contributing valuable insights that can inform both theory and practice in the field of organizational communication.

3.7 Data Analysis Techniques

The data analysis techniques employed in this study were chosen to align with the mixed-method research approach, ensuring a comprehensive examination of the influence of effective internal communication on employee job performance. These techniques included descriptive statistics and inferential statistics. Each served a distinct purpose in the analysis process and together provided a holistic understanding of the research findings.

Descriptive statistics are statistical methods used to summarize, organize and present data in a meaningful way. They describe the main features of a dataset through measures such as mean, median, mode, standard deviation, frequencies, and percentages allowing researchers to

understand the general pattern of their data without making inferences beyond it (Gravetter & Wallnau, 2017).

Descriptive statistics were utilized as the initial step in the data analysis process. This technique involved summarizing the data to describe its basic features, such as means, medians, modes, and standard deviations (Creswell, 2014).

Following the descriptive analysis, inferential statistics were applied to examine the relationships and differences identified during the descriptive analysis phase more rigorously. Inferential statistics are methods used to draw conclusions or generalize about a population based on a data obtained from a sample (Creswell & Creswell, 2018). Inferential statistics enable the researcher to make predictions or inferences about the population based on the sample data (Field, 2013). This statistical approach provides the empirical evidence needed to support or refute the study's hypotheses, offering a robust foundation for drawing conclusions about the impact of internal communication practices on employee job performance (Donnelly & Trochim, 2006).

Together, descriptive statistics and inferential statistics formed a comprehensive data analysis framework that leveraged both quantitative and qualitative data. The use of data analysis techniques enhanced the validity and reliability of the research findings and ensured that the study provided a well-rounded and evidence-based understanding of the influence of effective internal communication on employee job performance. By employing these diverse analysis techniques, the study not only addressed the research questions with empirical rigor but also offered detailed insights that could inform practical recommendations for improving internal communication practices within Nestlé Ghana Limited and similar organizations.

3.8 Ethical Considerations

The consent of respondents was sought before they were recruited to be part of the study. The respondents were briefed on the scope and objectives of the study and were assured that they could redraw from the study at any given time. Respondents were also assured of confidentiality if they did not want their names mentioned.

Chapter Summary

This chapter discussed the methodology employed in the study. The chapter specifically outlined the research method, population, sampling procedure, sample size, data collection method and the data analysis employed in the study.



CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Introduction

Chapter four delved into the presentation of findings and its discussion presenting a detailed examination of how effective internal communication influences job performance at Nestlé Ghana. This chapter analyzed the findings of the data collected and would also present a discussion of the findings in connection with the theoretical framework and the literature reviewed.

4.2 Findings of the study

The study investigated how effective internal communication influences job performance of employees of Nestlé Ghana. The findings were derived from both the quantitative and qualitative data collected through structured questionnaires and interviews.

4.2.1 Demographic Characteristics of Respondents

The demographic characteristics of the respondents provided a foundational understanding of the diverse workforce at Nestlé Ghana., crucial for interpreting the impact of internal communication on job performance. The data presented in Table 4.2.1 below revealed a broad age distribution among participants, with a significant concentration in the 25 to 34 years (42.3%) and 35 to 44 years (37.5%) age groups. This distribution suggested that most of the workforce was relatively young, potentially indicating a dynamic and adaptable employee base that might be more receptive to digital communication platforms and innovative communication strategies.

The gender distribution among respondents showed a higher proportion of males (59.9%) compared to females (40.1%). This demographic detail was essential for understanding the context within which communication practices were evaluated, as gender dynamics could influence communication preferences within the workplace.

In terms of departmental distribution, most respondents came from the production department (43.8%), followed by Marketing (24.3%), indicating that the data primarily reflected the perspectives of employees involved in the core operational and promotional activities of the company. The representation from finance (6.6%), human resources (7.6%), and other departments (17.7%) ensured a comprehensive overview of communication practices across different functional areas or departments of the organization.

The years of service data revealed a relatively even distribution across different tenure lengths, with a slight emphasis on employees who have been with the company for 6 to 10 years (31.5%) and more than 10 years (30.0%). This suggested that the insights gathered encompassed both the views of relatively newer employees and those with more extended service, which provided a balanced perspective on how internal communication influenced job performance over time.

The demographic characteristics of the respondents underscore the diversity within Nestlé Ghana's workforce, which highlighted the importance of tailoring internal communication strategies to meet the varied needs and preferences of employees across different age groups, genders, departments, and tenure lengths. This diversity also suggested the potential for varied experiences regarding the effectiveness of communication channels, which could significantly impact job performance. Understanding these demographic nuances was crucial for interpreting the subsequent analysis of internal communication practices and their influence on

job performance, which provided a contextually rich backdrop against which the study's findings could be discussed and understood.

Table 4.2.1: Demographic characteristics of respondents

Demographic Characteristics	Category	Frequency	Percentage
Age	Under 25 years	15	4.7
	25-34 years	134	42.3
	35-44 years	119	37.5
	45-54 years	31	9.8
	55years and above	18	5.7
Gender	Male	190	59.9
	Female	127	40.1
Department	Production	139	43.8
	Marketing	77	24.3
	Finance	21	6.6
	Human Resources	24	7.6
	Other	56	17.7
Years of Service	Less than 1 year	43	13.6
	1-5 years	79	24.9
	6-10 years	100	31.5
	More than 10 years	95	30.0

4.2.2 Internal Communication Channels and Accessibility

The study revealed that Nestlé Ghana utilized a variety of internal communication channels, which included emails, WhatsApp platforms, staff meetings and notice boards. Most employees reported that these channels were accessible and effective in facilitating timely information sharing. On this subject, one of the participants of the study said:

The WhatsApp platforms and groups are always active because information is always passed over there.

Another participant also shared that they were always asked to check their emails every morning before work so they do not miss any agenda for the day.

4.2.3 Timeliness of Communication

Through the study, it was revealed that timeliness of communication have a positive relationship with employee performance. Employees stated that when they receive job performance feedback, they tend to perform their duties more efficiently. This aligned with the organizational information theory, which emphasized on reducing equivocality through clear and consistent communication.

4.2.4 Feedback Mechanisms

Another finding that was made was that feedback mechanisms enhanced employee engagement which in turn helped boost job performance. Most of the employees felt heard and seen because after departmental and organizational meetings, they received feedbacks from the higher officials. The employees who feel that their voices were heard through the various internal communication channels such as suggestion boxes and meetings (organizational meetings and departmental meetings) showed a greater job satisfaction and commitment to

their job which in turn showed off in their job performance. But also, some employees showed dissatisfaction and expressed concern about the feedback mechanisms. One respondent said:

One challenge some colleagues and I have faced in our department is that, during our departmental meetings, our supervisor does not allow us to share our views and concerns and they are the ones to take up our claims and concerns to the higher officials.

4.2.5 Internal Communication and Job Performance

Results showed that effective internal communication serves as a key motivator for employees and so it showed in their job performance. From the interviews consistent communication from management increases employees' sense of belonging which leads to improved job performance. Poor internal communication however, often resulted in misinformation and confusion. Employees who rated the internal communication techniques of Nestlé Ghana as effective, also reported higher employee job performance and productivity.

4.3 Challenges that were found during the findings

Although the findings that were made revealed that internal communication at Nestlé Ghana is generally effective, some challenges were identified through the interview.

4.3.1 Delays in Communication between management and lower-level employees

One major challenge identified was the delay in communication from the top management to the lower-level employees. Some respondents indicated that information on new policies or some changes often reached them late affecting their ability to execute tasks promptly. This delay sometimes led to confusion and duplication of effort.

4.3.2 Limited flow of Information from low-level employees to higher-level management

The study found out that despite Nestlé Ghana's effort to promote openness, employees stated that management does not always provide adequate feedback or responses to their suggestions. This discourages some employees from expressing their views.

4.3.3 Communication Overload

It was also found that due to the multiple communication platforms such as WhatsApp groups and telegram groups, some of the employees shared their concerns about there being information overload. Receiving excessive messages and updates within short timeframes sometimes led to missed or ignored information that reduced communication effectiveness which could affect the day's job performance.

4.4 Discussion of Findings

This section will discuss the findings presented from the study in the context of the theoretical framework as well as the literature reviewed.

4.4.1 How does the timeliness of internal communication at Nestlé Ghana impact employee job performance?

The study had one of its research questions concerning the timeliness of internal communication at Nestlé Ghana and its impact on employee job performance. Through the study it was found that the timeliness of internal communication at Nestlé Ghana enhanced task and job efficiency. It was found that employees who receive instructions and prompt updates concerning their work perform their duties effectively. Timely internal communication ensured that employees have access to the necessary information which enabled them to

execute their tasks without delays. It was also found that timely communication contributed to employees' satisfaction which was seen in their job performance. The study also found out that due to the timeliness of internal communication at Nestlé Ghana, miscommunication was reduced which reduced errors that could affect job productivity.

4.4.2 What are the challenges to effective internal communication and how do they influence employee job performance?

Another question of the study was to find the challenges to effective internal communication and how they influenced employee job performance. Through the study it was found that a major challenge was delay in communication flow. This happened particularly from the top management to the lower-level employees. When there was late or delayed communication, it led to slow task completion and sometimes errors which reduced the overall employee job performance. Another challenge that was found was communication overload. With the numerous different channels of internal communication at their disposal, information quality was decreased and this challenge caused lower job efficiency and performance and caused delays in completing jobs.

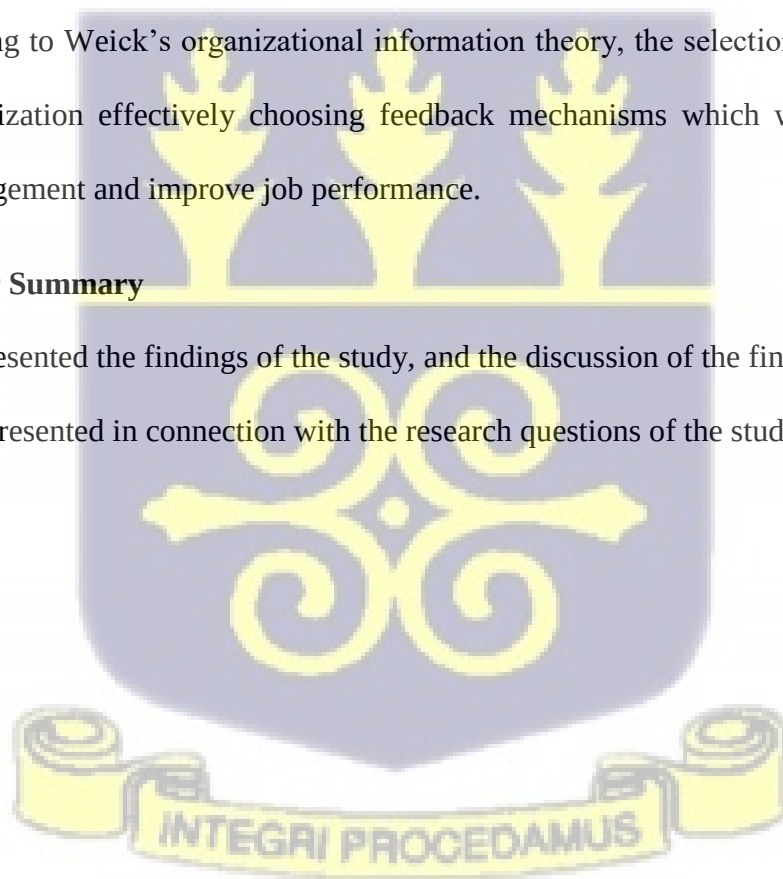
4.4.3 What strategies can Nestlé Ghana implement to improve effective internal communication to enhance job performance?

Another question of the study was to find out the strategies that Nestlé Ghana could implement to improve effective internal communication that would enhance job performance. Analysis of the findings suggested that by ensuring timely and transparent information flow, information would reach all employees at the right time which would enhance good decision making that would reflect in job performance. Also, Nestlé Ghana should enhance interdepartmental meetings. These meetings would help in information exchange which in turn helps in teamwork.

In the context of the theoretical framework of this study, organizational information theory which was propounded by (Weick, 1979). Findings from the study showed that timeliness of communication was a key indicator of employee job performance. According to (Weick,1979), timely information or communication flow was very important during the enactment stage. He defined the enactment stage as when employees interpreted information and acted on it. And so, when the communication or information is not delayed, employees do not have to make assumptions or neither do they have to translate incomplete information also, including internal communication strategies helped reduce uncertainty and rather improved job performance. The second stage of the organizational information theory is the selection stage. Through this study it was found that feedback mechanisms influenced internal communication at Nestlé Ghana and so according to Weick's organizational information theory, the selection stage has to do with the organization effectively choosing feedback mechanisms which would strengthen employee engagement and improve job performance.

4.5 Chapter Summary

This chapter presented the findings of the study, and the discussion of the findings. The findings were presented in connection with the research questions of the study.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter sought to summarise the key findings of the study, followed by the conclusion drawn from the study and then continued to discuss the limitations of the study. The chapter would end with the recommendations.

5.2 Summary of findings

The findings of the study suggest that Nestlé Ghana use different internal communication channels. The findings also suggest that emails, WhatsApp platforms, and staff meetings are the most used internal communication channels which help employees to be punctual in everything. It was found that these internal communication channels were accessible.

Another significant finding was that when internal communication is timely, employees tend to be effective.

Lastly, there are still some challenges that are hindering the progress of internal communication which influences the job performance of employees.

5.3 Conclusion

Evidence found from the study showed that in Nestlé Ghana organization, the use of the internal communication channels are very effective. However, its continuous use should be implemented. As the employees of Nestlé Ghana are very dedicated to the use of these internal communication channels, there would be efficient and effective job performance.

The study also revealed that the employees wanted to be heard and seen which boosts their job performance and so the Nestlé Ghana organization should enhance their feedback mechanisms. The management should always give feedback to the employees as it is evident from the study that by doing so, job performance would be on a positive path.

5.4 Limitations of the Study

The study had a few limitations. The first challenge was that during the qualitative approach, convenience sampling was used because some of the management and employees did not make themselves available to be part of the study.

Another limitation of the study was the fact that the research focused solely on Nestlé Ghana, Accra branch which is the headquarters of the organization.

The third limitation was that the study involved all the departments of the organization this proved to be a limitation because there were differences in departmental practices especially during departmental meetings.

5.5 Recommendations and Suggestions for future studies

A first recommendation is that future researchers should use the qualitative study or methodology to explore more.

The study also focused solely on the Accra branch of Nestlé Ghana which is the headquarters and so future researchers can also focus on the regional sales branches and the factory and industrial sites.

The last recommendation is for the next study to focus on the different departments. There are lots of departments within the Nestlé Ghana organization and so a study could be made from these departments.

5.6 Chapter Summary

The last chapter of the study discussed the findings of the study. It was followed by the conclusions that can be drawn from the study as well as the limitations of the study. This chapter also provided recommendations and suggestions for future studies.



REFERENCES

- Abugre, J. B. (2013). Current and desired employee communication patterns in Sub-Saharan Africa: *Empirical evidence on four Ghanaian organizations. Journal of African Business*, 14 (1), 33-46. <http://doi.org/10.1080/15228916.2013.765319>
- Agustriyana, D. (2021). Effect of communication on employee performance in the middle of pandemic covid-19. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(8), 1370-1375.
- Agyeiwaa, O. E., & Arboh, F. The Role of Effective Communication on Organization Performance: A Case study of Ghana's National Health Insurance Scheme.
- Ali, B. J., Anwar, G., Gardi, B., Jabbar Othman, B., Mahmood Aziz, H., Ali Ahmed, S., ... & Sabir, B. Y. (2021). Business communication strategies: Analysis of internal communication processes. *Journal of Humanities and Education Development*, 3(3), 16-38.
- Atambo, W. N., & Momanyi, D. K. (2016). Effects of internal communication on employee performance: A case study of Kenya power and lighting company, South Nyanza Region, Kenya. *Imperial Journal of Interdisciplinary Research (IJIR)*, 2(5), 328-340.
- Bin Abdullah, T. B. A. (2023). The effectiveness of interactive communication channels in facilitating two-way communication between employees at STC. *Egyptian Journal of Public Opinion Research*, 22(3), 197-232.
- Bulama, M., Halliru, M., & Maiyaki, A. A. (2021). Impact of Packaging Fast-Moving Consumer Goods (FMCG) on Consumer Buying Behaviour: A Review of Literature. *African Sch. J. Mgt. Sci. Entrep. (JMSE-7)*, 22(7), 67-82.

- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approach* (5th ed.). Sage Publications.
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., ... & Issalillah, F. (2020). The quality of human resources, job performance and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Deng, H., Duan, S. X., & Wibowo, S. (2023). Digital technology driven knowledge sharing for job performance. *Journal of Knowledge Management*, 27(2), 404-425.
- Easton, V. J., & McColl, J. H. (1997). *Statistics Glossary v1.1*. The STEPS Project. <http://www.stats.gla.ac.uk/steps/glossary/>
- Elegbe, O., & Dooshima, S. A. (2021). Influence of internal corporate communication on employee's job performance improvement. *Journal of Management and Social Sciences*, 10(3).
- Florence, O. (2015). Effect of communication on employee performance at Ghana Revenue Authority (Master's thesis). Kwame Nkrumah University of Science and Technology.
- Haryono, S., Supardi, S., & Udin, U. (2020). The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia. *Management Science Letters*, 10(9), 2107-2112.
- Kamanda, N. W. (2014). *Influence of internal communication channels on effective management of university academic programs: A case of Aga Khan University, Kenya* (Doctoral dissertation). University of Nairobi.

- Kambara, R., Haryadi, D., & Ramdansyah, A. D. (2023). Determinants of job satisfaction: Internal communication relationships in improving employee performance. *Enrichment: Journal of Management*, 12(6), 4692-4697.
- Kataria, A., Kataria, A., & Garg, R. (2013). Effective internal communication: A way towards sustainability. *International Journal of Business Insights & Transformation*, 6(2).
- Kovaitė, K., Šūmakaris, P., & Stankevičienė, J. (2020). Digital communication channels in industry 4.0 implementation: The role of internal communication. *Management: Journal of Contemporary Management Issues*, 25(1), 171-191.
- Kovaitė, K., Šūmakaris, P., & Stankevičienė, J. (2020). Digital communication channels in Industry 4.0 implementation: The role of internal communication. *Management: Journal of Contemporary Management Issues*, 25(1), 171-191.
- Kuiper, K. (2023). Bridging the gaps: Advancing the communication theory of identity. *Communication Studies*, 74(4), 302-321.
- Kulachai, W., Narkwatchara, P., Siripool, P., & Vilailert, K. (2018). Internal communication, employee participation, job satisfaction, and employee performance. In *15th international symposium on management (INSYMA 2018)* (pp. 124-128). Atlantis Press.
- Lalić, D., Milić, B., & Stanković, J. (2020). Internal communication and employee engagement as the key prerequisites of happiness. In *Joy: Using strategic communication to improve well-being and organizational success* (pp. 75-91). Emerald Publishing Limited.
- Lee, Y., & Yue, C. A. (2020). Status of internal communication research in public relations: An analysis of published articles in nine scholarly journals from 1970 to 2019. *Public Relations Review*, 46(3), 101906.

- Lemon, L. L., & Towery, N. A. (2021). The case for internal communication: An investigation into consortia forming. *Corporate Communications: An International Journal*, 26(3), 541-556.
- Lin, C. Y., & Huang, C. K. (2021). Employee turnover intentions and job performance from a planned change: The effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*, 42(3), 409-423.
- Loan, L. J. M. S. L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307-3312.
- López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361-369.
- Maiwada, A. A., & Oshionebo, B. (2023). Internal communication and employee relations management for effective staff performance in Nigeria customs service. *Economist Journal: Scientific Journal of Accountancy, Management and Finance*, 3(4), 230-242.
- Men, L.R (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Monthly Journal* 28(2),264-284.
- Men, L. R. (2015). The internal communication role of the chief executive officer: Communication channels, style, and effectiveness. *Public Relations Review*, 41(4), 461-471.
- Men, L. R., Neill, M., & Yue, C. A. (2020). Examining the effects of symmetrical internal communication and employee engagement on organizational change outcomes. *Public Relations Journal*, 13(4), 1-19.

- Mubarok, E. S., & Darmawan, J. (2019). The influence of training, motivation, and work ethics on the internal communication and their impact on the employee performance. *European Journal of Business and Management*, 11(24), 86-93.
- Murphy, M. E. (2017). *Internal strategies for assessing organizational communication channel effectiveness* (Doctoral dissertation) Walden University.
- Naqshbandi, M. M., Kabir, I., Ishak, N. A., & Islam, M. Z. (2024). The future of work: Work engagement and job performance in the hybrid workplace. *The Learning Organization*, 31(1), 5-26.
- Nestlé Ghana. (2023). *Sustainability and employee engagement report*. <http://nestlé.com.gh/sustainability> 2023
- Neto, M. T. R., da Silva, L. C. F., & Ferreira, C. A. A. (2018). Influence of internal communication on the organizations' performance: Proposition of model. *Future Studies Research Journal: Trends and Strategies*, 10(2), 214-237.
- Ober, J., & Kochmańska, A. (2021). Adaptation of innovations in the IT industry in Poland: The impact of selected internal communication factors. *Sustainability*, 14(1), 140.
- Omondi, D., Luhombo, K. K., & Aswani, D. R. (2023). Effective internal communication and teacher burnout: A review of relevant literature. *Kabarak Journal of Research & Innovation*, 13(2), 38-47.
- Osei, F., Owusu, A., Kankam-Kwarteng, C., & Agyemang, G. (2022). The influence of internal marketing on employee performance in the Ghanaian public sector: The mediating role of organizational commitment. *BISNIS & BIROKRASI: Journal Ilmu Administrasi dan Organisasi*, 30(2), 4.

- Otoo, F. (2016). *Effect of communication on employee performance at Ghana Revenue Authority, Kumasi* (Doctoral dissertation). Kwame Nkrumah University of Science and Technology.
- Perdamean, C. F., Isnurhadi, I., Zunaidah, Z., & Hanafi, A. (2021). Influence of internal communication and work discipline on performance of employees at the health department of Lubuk Linggau City. *International Journal of Social Sciences and Humanities*, 5(3), 214-222.
- Pirjol, F., & Radomir, L. L. (2017). The role of internal communication on the efficiency of the activity in an organization. *Business Excellence and Management*, 7(2), 27-45.
- Poldech, K., & Maneerat, G. (2020). Miscommunication and ways to improve effective internal communication of the student organization of Rangsit University. (Doctoral dissertation). University of Rangsit.
- Safarova, J., & Holmin, J. (2015). *Appropriateness of internal communication channels: A stakeholder approach*. Publishers and co.
- Salman, S. M., Hamed, S. A., & Fisal, M. Z. (2023). Leadership and internal communication strategies in public organizations: Analytical research. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(4), 14.
- Sang, J. (2016). Communication channels as implementation determinants of performance management framework in Kenya. *Journal of Education and Practice*, 7(17), 28-37.
- Sangwan, A., Keswani, B., & Sharma, A. (2021). Optimization of secure communication channel over the volunteer cloud and cloud computing. *Journal of Discrete Mathematical Sciences and Cryptography*, 24(8), 2257-2266.

- Santiago, J. K. (2020). The influence of internal communication satisfaction on employees' organisational identification: Effect of perceived organisational support. *Journal of Economics and Management*, 42(4), 70-98.
- Suri, D. M., & Aslami, N. (2023). Analysis of the effect of internal communication on acceptance of change in the context of organizational management. *Jurnal Fokus Manajemen*, 3(1), 69-74.
- Tsey, S. K., Boachie-Mensah, F., & Agyapong, G. (2023, June). Distribution channel strategies and customer choice in the fast-moving consumer goods industry: A case study in the Upper East Region, Ghana. In *Bode, Umuerrri (Eds.): Universities, Entrepreneurship and Enterprise Development in Africa—Conference Proceedings 2022* (pp. 42-69).
- Vasilev, V., & Arabadzhieva, V. (2020). Internal communication as a tool for effective public policies—from theoretical dilemmas to practical decisions. *Revista Ciencias de la Documentación*, 01-10.
- Verčič, A. T. (2021). The impact of employee engagement, organisational support, and employer branding on internal communication satisfaction. *Public Relations Review*, 47(1), 102009.
- Verčič, A. T., & Špoljarić, A. (2020). Managing internal communication: How the choice of channels affects internal communication satisfaction. *Public relations review*, 46(3), 101926.
- Verčič, A. T., & Špoljarić, A. (2020). Managing internal communication: How the choice of channels affects internal communication satisfaction. *Public relations review*, 46(3), 101926.

- Verčič, A. T., & Špoljarić, A. (2020). Managing internal communication: How the choice of channels affects internal communication satisfaction. *Public relations review*, 46(3), 101926.
- Waititu, P. (2020). Adopting online internal communication within organisations: An overview. *Jurnal Pengajian Media Malaysia*, 22(2), 61-75.
- Wakimoto, D. K. (2021). Exploring internal communication in public libraries: Challenges and opportunities for library leaders. *Library Leadership & Management*, 35(2).
- Welch, M. (2011). The evolution of the employee engagement concept: Communication implications. *Corporate Communications: An International Journal*, 16(4), 328-346.
<http://doi.org/10.1108/13563281111186968>
- Welch, M. (2012). Appropriateness and acceptability: Employee perspectives of internal communication. *Public Relations Review*, 38(2), 246-254.
<http://doi.org/10.1016/j.pubrev.2011.12.017>
- Weick, K.E. (1979). *The social psychology of organizing* (2nd ed.).
- Wolf, C., Godulla, A., Beck, L., & Neubert, L. S. (2022). The role of internal communication in start-ups: State of research and practical approaches. *International Journal of Strategic Communication*, 16(2), 255-272.
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the effects of internal communication and emotional culture on employees' organizational identification. *International Journal of Business Communication*, 58(2), 169-195.
- Zahn, J., Mourão, E., Bernardini, F., Maciel, C., & Viterbo, J. (2024, January). Mapping the communication channels in the general Ombudsman offices of state capitals in Brazil. In *International Conference on Information Technology & Systems* (pp. 435-445).

APPENDIX A

RESEARCH INSTRUMENT

INTRODUCTION

This research instrument is designed to gather comprehensive data on the influence of effective internal communication on employee job performance within Nestlé Ghana Limited. It consists of a structured questionnaire and an interview guide, divided into sections to capture demographic characteristics, explore internal communication channels, and assess job performance.

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. Age:

- ☐ Under 25
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55 and above

2. Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say



3. Department:

- ☐ Production
- ☐ Marketing
- ☐ Finance
- ☐ Human Resources
- ☐ Management
- ☐ Other (Please specify): _____

4. Position Level:

- ☐ Entry-Level
- ☐ Mid-Level
- ☐ Senior-Level
- ☐ Management

5. Years of Service:

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ More than 10 years



STRUCTURED QUESTIONNAIRE

SECTION B: INTERNAL COMMUNICATION

Please rate the following statements about internal communication in your organization on a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Statement	1	2	3	4	5
I am well-informed about organizational changes and updates.					
The internal communication channels are easily accessible.					
I receive timely feedback on my work from my superiors.					
There is open and honest communication within my team.					
I feel comfortable sharing my ideas and feedback.					
The organization encourages cross-departmental communication.					
I am satisfied with the frequency of communication from management.					
Internal communication helps me understand my role and responsibilities better.					
The tools and platforms used for internal communication are effective.					
There is a clear communication of job expectations and performance goals.					



INTERVIEW GUIDE

THE SPECIFIC CHANNELS OF INTERNAL COMMUNICATION THAT ARE MOST EFFECTIVE IN INFLUENCING JOB PERFORMANCE

1. What internal communication channels are most frequently used in your department?
2. How do these channels facilitate your daily work and job performance?
3. Can you describe a situation where effective internal communication significantly impacted your job performance?
4. Does the timeliness of internal communication affect your job performance?
5. In your opinion, what are the strengths and weaknesses of the current internal communication channels in supporting employee performance?
6. How could internal communication be improved to better support job performance within your department?



