

Influence of Internal Corporate Communication on Employee's Job Performance Improvement

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Elegbe, Olugbenga

University of Ibadan, Ibadan, Nigeria

Simon, Amarachi Dooshima

University of Ibadan, Ibadan, Nigeria

Abstract

Effective communication has been linked to positive outcomes in organizational success and employee's job output. However, the inability of managers to effectively communicate with their employees leads to employee job dissatisfaction and poor performance. Hence, this study examines how internal corporate communication influences employees' job output in selected organizations. The quantitative and qualitative methods were adopted to gather data. Two ninety-six (296) copies of questionnaire were administered to junior and senior personnel of the selected organizations while in-depth interview was conducted with selected management level personnel. Quantitative data were analyzed using simple frequency percentages while qualitative data were coded along thematic lines. The majority of the employees agreed that the internal corporate communication in their organizations influenced their job output. Also, the majority of the employees agreed that management communication style influences employee job satisfaction towards performance. The organizations are faced with diverse internal communication challenges such as distorted feedback, matching message content with appropriate packaging, inadequate information, uneven flow of information etc. These challenges, when not properly tackled, can hinder many organizational processes, especially its efforts at achieving employee job satisfaction/performance.

Keywords

Internal corporate communication, employees' job output, management communication style

Introduction/Problem

Communication within any organization is crucial for its smooth functioning. It is the tool with which organizational goals and objectives and the ultimate goal of profit and progress are attained. Ineffective communication may lead to

Corresponding author:

Olugbenga Elegbe, Department of Communication & Language Arts, University of Ibadan, Ibadan, Nigeria

Email: elegbeolugbenga@gmail.com

misunderstandings, lack of information, lower performances and more employee rotations. The inability of managers to effectively communicate with their employees leads to poor performance (Varttala & Varttala, 2010). The same is true when employees do not trust their managers because there will be no proper upward flow of crucial information. Good communication leads to increased job satisfaction, safety, productivity, and profits; it decreases grievances and turnover. Companies that attach higher importance to internal communication by setting up a separate internal corporate communication department usually have higher levels of employee engagement (Sharma & Kamalanabhan, 2012). Therefore, effective internal communication is essential for addressing organizational concerns.

The focus of internal corporate communication is gaining interest, particularly because it is very essential in all dimensions of the organization's performance. Abugre (2012) found out that there is a significant relationship between effective internal communication and workers' job output. Finch, Hansen and Alexander (2010) also observed that employees derive greater satisfaction from their jobs and perform to a higher standard when they are involved in the internal communication of their workplace. Effective communications, according to them, is an essential feature of engagement. Nwagbara, Oruh, Ugorji and Ennsra (2013) in their study of the impact of effective communication on employee turnover intention, observed that communication is integral in managing relationships at work between managers and subordinates. They also noted that effective communication is correlative to communicating tasks effectively in organization as well as vital in feedback. Osemeke (2008) also found out that effective communication in an organization improves its performance thereby enhancing the achievement of organizational objectives. Similarly, Udegbe, Udegbe, Ogundipe, Akintola and Kareem (2012) disclosed that effective business communication aids improved organizational performance. Effective communication, according to these scholars, can create an atmosphere of communication satisfaction that can foster low employee turnover intension. When everybody expresses their concerns about how organizations are run through effective communication and friendly work ethic, employees will be more satisfied with their jobs and less willing to leave. Thus, the desire of employees to either leave or stay with an organization is determined by the extent to which they are satisfied with the quality of communication within that organization. Sharma and Kamalanabhan (2012) support this with their view that the influence of internal corporate communication on employee commitment and job satisfaction is fully mediated by communication satisfaction.

The subject of corporate communication is gaining interest globally because of its role in boosting organization's performance. While these studies indicate the growing link between internal corporate communication and worker satisfaction in different organizations, emerging studies in Nigeria are gradually contributing to the scholarship on internal corporate communication and its

impact on employee turnover intention (Osemeke, 2008; Gberevbie, 2010; Udegbe et al., 2012; Ugorji et al., 2013). Despite the above numerous advantages of effective communication business all over the world today is very challenging. To stay profitable is highly challenging and competitive in a global market economy hence employee management demands skillful handling of emotions to secure the highest productivity (Asamu, 2014). Organisational communication plays an important role in this challenge. The inability of heads or Managers of any organization to coordinate a perfect and smooth flow of communication interaction among employees and outside the business environment may likely create and facilitate low productivity with a high degree of workers boring and disarray (Asamu, 2014). Hence, organizations in Nigeria have been faced with an array of problems that seem to be an impediment to the growth of any organization such as poor leadership skills, low level of followership which has a turnover on profits of the organisation. It is in this context that this study examines the challenges of communication on worker performance, their productivity and their general commitment to work, using selected organization in both Lagos and Porthacourt.

Effective Communication and Organisational Management

The study examines various scholars to establish a foundation and direction for the study. In a study by Yates (2006), identifying how effective internal communication enhances employee/business performance found that companies that excel in internal communication also have a higher market premium, higher shareholder returns over five years, higher levels of employee engagement and lower employee turnover than companies less effective at communication. Steyn, Steyn, and Mariéke van Rooyen (2011) found that managers perceive DCSA's internal culture and value system predominantly authoritarian and top-down in nature, resulting in most of the internal communication problems they experience. Despite these views, managers also indicated that they strike a purposeful balance between authoritative and participative communication, depending on the issue they wish to communicate. For instance, when they want to achieve a strategic goal and get staff's buy-in, they would rather take a participative communication approach. Some managers indicated that an authoritative communication and management style is detrimental to organizational progress and that they refrain from using it. In general, however, managers stated that the level of participation and feedback in each department depends on individual managers' communication style. Those with good interpersonal relationships in their departments, experience "open" communication and feedback. Other members of staff described internal communication at DCSA as "authoritarian", "top-down" and "them versus us",

with managers rather focusing on mistakes than achievements. As a result, staff feel isolated, unheard and unappreciated. This indicates that internal communication at DCSA is more top-down and authoritative, transactional rather than relational thereby not compliant with the characteristics of two-way symmetrical communication or internal marketing. They discovered from their study that for DCSA to improve effective internal communication and corporate efficiency, it needs to adjust its corporate culture and nature of internal communication according to the principles of both two-way symmetrical communication and internal marketing. Two-way symmetrical communication in the study presents the benefits of building a participative culture that increases employees' motivation and job satisfaction, fosters their loyalty to and identification with the organization they work for and facilitates understanding between managers and staff. The research population included all 180 management level personnel and 650 employees on non-managerial levels at DCSA's head office. In another study by Abdullah and Antony (2012), in his study of the perception of employees on internal communication, measured the effectiveness of internal communication and the channels utilized in the hotel in relation to staff productivity and satisfaction. Using survey research method with a purposive sampling technique, copies of questionnaire were administered to 144 staffs of the hotel. The study showed that communication is a foundational block in the building of the hotel's success. Employees are proud of their bottom-up, top-down and horizontal communication that enhance employee relations. Specifically, everyone at this five star hotel has the ability to be heard. Every effort is made to keep its employees fully informed of events and news. In other words, employees have access to all vital information. In addition, most employees are satisfied with their job due to regular communication activities in a pleasant atmosphere. He concluded his findings with the remark that the practices of internal communication in this hotel are crucial as it treats employees with an immense value to attain organizational objectives. Evidence from the study showed that there are about 20 familiar channels of communication access in the hotel. Employees however are open to receiving information about the happenings in the hotel from more than 10 sources. The most used channels were telephone and E-mail while face-to-face communication ranked third in the frequency of use out of the other 20 channels found at the hotel.

Abugre (2011), in his study on the impact of organizational communication on worker satisfaction in organizational workplace using gauged workers perception on how organizational communication impacts employees' satisfaction. The organizations chosen for the study were all from the formal sector. Results from the analysis showed that there is a significant relationship between effective organizational communication and worker satisfaction. This was illustrated by the test of the hypothesis which stated that 'there is a significant relationship between effective organizational communication and worker satisfaction' and which was reasonably supported by the data collected.

A further analysis of the responses of the employees show that good and modest communication from organizational leadership to employees will motivate workers to be satisfied to give off their best. Sharma and Kamalanabhan (2012), in their study of internal corporate communication and its impact on internal branding with a primary objective to model the internal corporate communication (ICC) process, examining the nature of the process, the outcomes thereof and the variable that has the ability to mediate the process, combined the available research literature on the topic with 27 semi-structured face-to-face interviews. The interview sample drew on senior and middle management, as well as some junior members of staff working in marketing, human resources, corporate communications, production and IT departments of the organization. The mix was designed to ensure that the perceptions of internal corporate communication and branding activities were investigated at all levels throughout the PSU. The interviews were kept semi-structured, since the researchers had very little a priori perspective of either the communication techniques or the perceptions that would be encountered. As a result, each interview covered a wide range of internal corporate communication issues like (a). questions on the quality of ICC messages, out of which two distinct categories of opinion emerged from the interview data: while the majority of respondents indicated that the quality of ICC messages was generally effective, there was a small group of individuals (among middle management) who felt that significant scope for improvement remained. These respondents felt that ICC messages should concentrate more on providing strategic information about the company, (b). questions on internal communication channels at PSU, the employees applauded the organization's ICC channels which they described as being comprehensive and specific. Monthly print publication of the organization is supplemented with electronic bulletin boards and email updates. Moreover, communication channels are tailored to the specific communication needs of the employees who belong to different educational and economic backgrounds, (c). questions on brand feedback, comments from interviewees indicated that feedback from the managers about the changes happening in the company was beneficial for the organization.

However, positive remarks were minimal when asked whether organization had a structured feedback mechanism. Much of the feeling gyrated around the need for more two-way communication between the management and employees as respondents felt that they informed the management about their views on work culture and business objectives but rarely was any action taken on their inputs. Summarily, the findings of their study showed a relationship between ICC dimensions and internal branding outcomes. They also found that internal corporate communication practices and brand training have a positive impact on communication satisfaction that further promotes a sense of brand

identification (sense of belonging), loyalty and commitment among the employees.

Abugre (2012), in another study of how managerial interactions affect employees' work output, adopted the survey method using questionnaires to collect data from 120 workers. Findings from the survey showed that lack of regular interactions between managers and their subordinates will poorly affect employees' attitude to work. As much as 94 percent of the total respondents agreed that effective communication between superiors and their subordinates will increase job satisfaction leading to improved work performance. This finding further demonstrated that there is a relationship between effective managerial communication and employee work output. Results emerging from the analysis further showed that for organizations to make any significant impact on performance, both managers and their subordinates must have a very good climate of social interactions. The involvement of lower level employees in organizational activities and decision making is of crucial importance to organizational performance. This claim was supported in the study with over 79.8 percent of the total respondents confirming that effective communication between managers and subordinates through employee involvement and respect for subordinates' views would motivate them to work harder than merely increasing their salary levels but not respecting their views.

Tuzun (2013) in his study to examine the relationship between organizational levels of communication satisfaction, identification and job satisfaction administered a survey among employees of insurance companies. The results of this study indicated that organizational and departmental communication satisfaction have significant effect on employee job output respectively. Moreover, organizational communication satisfaction has significant effect on organizational identification and departmental communication satisfaction has significant effect on departmental identification. Scholars from the findings of these studies, unanimously agree that internal communication is a very strong component in the organizational process which, if properly handled, positively influences employee job satisfaction thus impacting on organizations' all-round success.

Dasgupta, Suar and Singh (2013), in their study of the impact of managerial communication styles on employees' attitudes in ten manufacturing organizations, utilized the survey research method and administered questionnaire to 650 employees. Their study examined the relationship of managers and employees through the lens of social exchange theory and organization support theory. The study reveals that managers communicate in passive, aggressive, and assertive styles. While assertive style of communication of superiors compared to passive style lends more support to employees, aggressive style decreases their perceived supervisory support (PSS). Perceived supervisory support at the workplace enhanced employees' satisfaction with communication of supervisors and their organization-based self-esteem. Satisfaction with communication fostered a strong emotional bond with the

organizations and the emotional bond with the organization reduced employees' absenteeism rates. Employees' organization-based self-esteem then furthered their job performance. Eight employees from three organizations also shared their experiences at the workplace associating employee satisfaction and happiness to high performance, and employee dissatisfaction and unhappiness to low performance.

Employee performance according to Dugguh and Dennis (2014, p. 16) is the job-related activities expected of an employee and how those activities are executed. These activities include both the observable behaviors of employees on their jobs that are relevant to the goals of the organization and the measures employed by the organization to access them. This definition suggests the intervening role of internal communication in the relationship between the expectation of the organization from the employee, and that of the employee from the organization. Every organization expects adequate performance from its employees while the employees expect commensurate motivation to perform. Effective internal corporate communication is termed the 'secret weapon' that distinguishes first rate companies causing them to consistently deliver superior financial performance (Yates, 2006; Abugre, 2012 and Dasgupta et al., 2013). This superior financial performance cannot be possible without the employees. Thus, from these studies, employee satisfaction and happiness with organization's internal communication were associated with high performance.

Study Methodology

The study seeks to describe how internal corporate communication influences employee job satisfaction through the perception of some employees in the organizations under study. The quantitative and qualitative method was used to carry out the study.

The Study Area

The study area is in Lagos and Porthacourt in selected federal government establishments (Ministries of Works and Housing, Education, and Information, Culture and Tourism) and three organizations in the oil and gas sector in Nigeria (Shell Petroleum Development Company, Total Nigeria Limited, and Chevron Nigeria Limited).

Study Method Survey: This involves the use of the questionnaire to target the opinion of the study population which included junior and senior level employees and some management level personnel of selected federal government establishments and three private organizations in the oil and gas

sector. Hence, 296 respondents were purposively selected for the questionnaire based on those who have worked the organization from four years and above. The questionnaire was administered to employees in the junior and senior cadre to measure the extent to which internal corporate communication affects employee job output. This questionnaire was also used to elicit information on how the internal communication channels used in the organization influences employee job satisfaction

In-depth Interview: In-depth interview was conducted for four management level staff, all from the organizations under study were also purposively selected for the in-depth interview because they have been involved in management decision making for four years and above. The in-depth interview was used to collect data on management level employees' perception of the challenges of internal corporate communications in relation to employee job satisfaction.

Data Presentations

The data gathered from the questionnaire distributed to respondents and in-depth interviews conducted with senior managements were analysed and discussed with its implication on the study.

Table 1: How Internal Corporate Communication affect Employee Job Output

| S/N | Internal Corporate Communication produce output when... | Less Output | More Output | NA F (%) | Total (%) |
|-----|---|----------------|----------------|--------------|---------------|
| 1 | Getting clear instructions from supervisor/manager without personal bias | 6 (2.1%) | 290 (97.9%) | — | 296 (100%) |
| 2 | Receiving regular feedback from supervisor | 73 (24.7%) | 214 (72.2%) | 9 (3.0%) | 296 (100%) |
| 3 | An employee open discussion on work challenges | 17 (5.7%) | 279 (94.2%) | — | 296 (100%) |
| 4 | The boss consultation with employee for their contribution. | 39 (13.9%) | 234 (79.0%) | 21 (7.1%) | 296 (100%) |
| 5 | Satisfaction with the supervisor/subordinate | 73 (24.7%) | 214 (72.2%) | 9 (3.0%) | 296 (100%) |
| 6 | Explanation of instructions without personal bias | 17 (5.7%) | 279 (94.2%) | — | 296 (100%) |
| 7 | Freedom to discuss ideas and innovations | 37 (12.5%) | 255 (86.1%) | 4 (1.4%) | 296 (100%) |
| 8 | Employees' inputs on issues and problems | 65 (22.0%) | 227 (76.6%) | 4 (1.4%) | 296 (100%) |
| 9 | Management inform and seeks the opinions of employees within the organization | 163 (55.1%) | 133 (44.9%) | — | 296 (100%) |

Table 1 showed internal corporate communication produces the following job output in employee's performance. Giving clear instructions from supervisor/manager without personal bias produces 97.9% employees job

output, receiving regular feedback from my supervisor produce 72.2% output, an employee's openly discussion on work challenges produce 94.2% output, the boss consultation with the employee for their contribution produces 97.0% output, satisfaction with the supervisor/subordinate produce 72.3% output, explanation of instructions without personal bias produce 94.2% output, freedom to discuss ideas and innovations produce 86.1% output, employees' inputs on issues and problems produce 76.7% output while when management informs and seeks the opinions of employees within the organization produce 44.9% output. The implication is that majority of the employees agreed that the internal corporate communication in their organizations influenced the employee job output. To further establish the relationship between the two variables, Table 5 reveals a Pearson Chi-Square of the internal corporate communication and employee job output.

Table 2: Relationship between Internal Corporate Communication and Employee Job Satisfaction

| | Value | Df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 24.964 ^a | 6 | .000 |
| Likelihood Ratio | 29.842 | 6 | .000 |
| Linear-by-Linear Association | 1.213 | 1 | .271 |
| N of Valid Cases | 296 | | |

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .16.

A Pearson Chi-Square test was conducted in Table 2 to examine the relationship between internal corporate communication and employee job output. The result revealed that there was a significant relationship between the two variables (Chi-square value = 24.96, df = 6, p = .000). This means that the degree of internal corporate communication when positively utilized by the selected organization will determine employees' job output.

Table 3: Management Communication vis a vis Employee's productivity

| S/N | Internal Corporate Communications will... | Disagree | Agree | Total |
|-----|---|---------------|----------------|---------------|
| 1 | Increase employees productivity | 8 (2.7%) | 288 (97.2%) | 296 (100%) |
| 2 | Increase management and employees relationship thereby increasing employees performance | 6 (2.0%) | 290 (97.9%) | 296 (100%) |
| 3 | give employees understanding of their roles in the organization | 42 (14.2%) | 254 (85.8%) | 296 (100%) |
| 4 | increases employees commitment to organization goals | 46 (15.6%) | 250 (84.4%) | 296 (100%) |
| 5 | give employees sufficient information relating to their work, thus facilitating increased job performance | 14 (4.8%) | 282 (95.2%) | 296 (100%) |
| 6 | provides employees with actionable suggestion on what they can do to improve on the job | 5 (1.7%) | 291 (98.3%) | 296 (100%) |
| 7 | reduce industrial disputes thus increasing productivity | 53 (17.9%) | 243 (82.0%) | 296 (100%) |

Table 3 showed that the majority of the respondents (97.3%) agreed that management internal corporate communications will increase employees productivity, 97.9% agreed it will enhance the relationship between management and employees thereby increasing employees performance, 85.9% agree it will give understanding of employee's role in the organization, 84.4% agreed it will increase employees commitment to organization goals 95.2% agreed it will provide employees with sufficient information relating to their work, thus facilitating increased job performance, 98.3% agreed it will provide employees with actionable suggestion on what they can do to improve on the job while 82.1% agreed it will reduce industrial disputes thus increasing productivity. The implication of the above findings is that majority of the employees agreed that the internal corporate communication in their organizations influence the employee job satisfaction towards performance. To further establish the relationship between the two variables, Table 4 reveals a Pearson Chi-Square of the internal corporate communication and employee job performance.

Table 4: Relationship between Internal Corporate Communication and Employee Job Performance

| | Value | Df | Asymp. Sig. (2-sided) |
|------------------------------|---------|----|-----------------------|
| Pearson Chi-Square | 54.056a | 6 | .000 |
| Likelihood Ratio | 62.130 | 6 | .000 |
| Linear-by-Linear Association | 4.884 | 1 | .027 |
| N of Valid Cases | 296 | | |

a. 5 cells (41.7%) have an expected count less than 5. The minimum expected count is .31.

A Pearson Chi-Square test was conducted in table 4 was to examine the relationship between internal corporate communication and employee job performance. The result revealed that there was a significant relationship between the two variables (Chi-square value = 54.05, df = 6, p=.000). Thus, the degree of internal corporate communication in the selected organization influences the job performance of the employees.

Discussion

The employees' responses showed that supportive communication from organizational leadership will motivate workers to be satisfied thus enhancing their performance. Abugre (2011) and Tuzun (2013), opined that companies that excel in internal communication also have higher levels of employee performance. This also agrees with the proposition of social exchange theory that a party in an exchange relationship voluntarily provides benefits to the other party. This, in turn, invokes an obligation on the other party to return the favor in the near future. Thus, in this theory, the internal communication process within organizations is seen as an exchange that is motivated by the benefits expected from the people involved in the process. These benefits include all organization's efforts at satisfying its employees. Hence, when organizations through the process of their internal communication give their employees opportunity to be heard, they feel valuable to the organization. They are satisfied with their jobs and in return, they give their best back to the organization in terms of increased performance. However, it is observed that a great number of the employees disagreed that management informs and seeks employees' their opinion within the organization. The implication of this is that organizations in Nigeria operate an exclusive style of management where employees at the lower cadre are allowed to take part in decisions that affect only their day-to-day tasks but excluded from the decisions that affect the entire organization. Elegbe and

Ibikunle (2015, p. 47) study of effective communication and participative decision-making in the organization further affirm this submission.

This study also attempted to find out the challenges of internal corporate communication in relation to employee job output. The views from management showed that internal corporate communication occupies a predominant position among the drivers of employee job output. They also agreed that they encounter diverse operational challenges in the communication process which, if not properly handled, defeats every other effort at achieving employee job output. One of the challenges encountered by organizations' management in the utilization of these channels is distorted feedback. One of the interviewees, a director stated that one snag in the feedback process is "getting a lot of distortions in the form of repression of perceived interests. This is because we have eleven units manned by eleven (11) heads of units. This makes it difficult for us to get the intensity of expressions which represent the feedback".

These repressions of perceived interests make it difficult for the management to feel the actual pulse of their employees on certain management decisions. This challenge according to White, Vanc and Stafford's (2004, p. 11) is cause by "information from top managers (which) is often filtered, and sometimes distorted, as it is relayed through the layers of bureaucracy". These layers of bureaucracy make room for the filtering of information from the management to the employees and from the employees back to the management. When this happens, the interviewees admit that the employees suffer because management may go ahead and take uninformed decisions which may not cater to the needs of the employees and this may lead to dissatisfaction.

Managers also complained about the challenge of matching message content with appropriate packaging in order to make the correct impressions on the recipients. This is a challenge to them because of the human complex structure. As crucial as the information to pass across is to the management, their interests in their employees' satisfaction places a demand on them to seek out channels that are employee-friendly so that the information, no matter how difficult or tasking, is taken in. To explain this further, one of the directors said "before I send out any message, I am first of all interested in the content...is it palatable, difficult, will it cause discomfort? Is it good news? It is after these considerations that I now think of how to package the message...should I call a meeting, send out mails, memos, queries, or send out a messenger with a message that requires an immediate response? This gives us opportunities to fine-tune".

The opportunity for fine-tuning according to Marasse and Maselli's (2009, p. 17) view that a better starting point in every information transmission process is for the sender to focus more on questions of reception than on transmission. So, an organization, more than just knowing its audience (internal and external), should strive further to know what really grabs people's attention inside organizations, i.e. What they are listening for and package messages to suit these criteria.

Another challenge is inadequate information which comprises faulty information and one-sided information. By inadequate information, she tried to differentiate between information received and information desired. For her, “when employees are not rightly informed, they cannot be productive because they are not equipped to work, they are not satisfied and the organization suffers”. “Being rightly informed” here suggests that inadequate, faulty, and one-sided information mean no information. White et al. (2004, p. 7) noted that receiving a large amount of information is not necessarily the same as getting the right amount of information. So it is possible that employees can receive an amount of information that does not contain the right information for them. Effective internal communication, therefore, strives for “information adequacy,” (White et al., 2004, p. 7) which, according to them is a measure of the relationship between information needed and information received. The uneven flow of information is another challenge enumerated by some of the interviewees. According to them, this happens in decentralized organizations when the general manager, chief executive officer or director-general decides to either be miserly with information or disseminate it among a selected (favoured) few. This suggests the presence of cliques among the management of some organizations where not every member has access to needed information. To explain this further, Mr. T. said:

Being a member of management in the deputy director cadre, I am supposed to give information to the grassroots but I don't even have the information because it has not been given to me by my boss. I only hear from the sides and it makes me wonder if I am still part of the management.

Where this happens, the manager is unfulfilled and handicapped. This contradicts one of the findings of White et al.'s (2004, p. 11) study that top managers have constant access to the Chief executive officer (CEO) as well as access to privileged sources of information. In this organization, this is not the case, so it follows that both the management personnel excluded from the CEO's clique and every other employee under her jurisdiction are dissatisfied with their jobs since, according to her, “an enabling work environment, which involves having all the necessary tools, chiefly information, brings about job satisfaction.”

Managers also identified “lack of clarity of purpose in the information sent out” as one of the challenges of internal communication within the organizations. This, according to them, happens when messages are sent out on the premise of

assumption. Such messages are misinterpreted by the employees who respond to it without any understanding of the implication of their responses on the organizational process, and by extension, on staff welfare. One of the interviewees told a story of how his organization lost an opportunity of partnership with a multinational agency because of an employee's uninformed response to an unclear message. Scholars of internal communication, (Varttala et al., 2010; White et al., 2004; Finch et al., 2010) opine that in order to avoid such misunderstandings, leaders in such organizations have to be consistent with the messages and ensure that everyone involved understands the goals and their role in achieving them. When management makes employees understand corporate messages encapsulating organizational values and goals, and their roles in achieving them, they perceive the management's commitment to making them part of the organization's success story. This makes them feel very important and gives them a good sense of satisfaction.

Managers in organizations comprised of employees of diverse/competing cultures and varying educational levels also complained that internal communication is difficult as this mix affects their expectations about and satisfaction with communication quality as well as their need for information. One of the managers in the oil and gas sector had this to say about this challenge,

Our management is faced with the problem of how best to get the employees convinced about carrying out their tasks in a timely fashion. We are yet to arrive at a homogenous standard of internal communication that will be embraced by all the employees. This is not unconnected with the varying nature of human beings. Despite the human nature problem, a lot of the employees are very satisfied with their jobs because we are utilizing multi-approaches in the communication with the employees.

This challenge arises as a result of the diverse nature of the employees which can also be traced to their diverse orientations derived from their different cultures, educational backgrounds and life experiences. These all together form the environment from which these employees emerge. Management personnel, especially those in the federal government establishments, complained of the challenge of complete communication breakdown. They agreed that internal communication greatly influences employee job satisfaction and performance. They agreed with Marasse and Maselli (2009, p. 16) that "the internal 'juice' that fuels the system's engine, is internal communication." So when there is ineffective communication, which they refer to as 'bad juice in the engine', the system (organization) breaks down. This outcome actually describes the atmosphere in most of the federal government establishments in this study.

Decrying the nature of internal communication in these establishments, an interviewee said:

Coming to job satisfaction most of our personnel are still on the job, not because they are satisfied with their jobs but because they need food on their tables. A ministry where there is communication breakdown cannot boast of personnel who are satisfied with their jobs.

The challenge of communication breakdown for them means, “silence from headquarters, no policy formation, outdated information, one-sided-information, and no delegation of duty”. For this interviewee, internal communication plays a vital role in achieving job satisfaction in employees because, according to him, “a duly informed employee is a satisfied employee”, and “a satisfied employee is a productive worker.” This implies that there is a significant relationship between internal corporate communication and employee job satisfaction which in turn enhances employee job performance.

The plight of employees from the federal government establishments is corroborated in Dugguh & Dennis’s (2014) study investigating the impact of job satisfaction on employee performance, that employee job satisfaction is not the drive for employees in many organizations in Nigeria because of the high rate of unemployment and poverty evidenced by too many people pursuing very few job openings. Organizations, therefore, take undue advantage of unemployment opportunities to exploit cheap labor. With this in play, those who are lucky to be employed hardly talk of job satisfaction. The data showed the respondents’ agreement that internal corporate communication increases employee performance, enhances the relationship between management and employees, gives employees a clear understanding of organizational big picture and their role in achieving it thus increasing their commitment, enhancing employee motivation and ensuring proper use of organization’s time and resources. Effective internal corporate communication displays a direct and positive influence on job performance and positive commitment of employees at the organizational level as a result of general employee satisfaction. Also good and effective communication from leadership in the formal and organized private sectors can affect employees’ work behaviors in a positive manner and consequently affect organizational work output.

Conclusion/Recommendation

Internal corporate communication is an organizational communication concept which positively influences both employees and the organization at large.

Organizations that want to successfully retain a satisfied and productive workforce must be willing to employ a communication style that is more participative and employee-supportive. To achieve this, organizations should work hard at eliminating all the distortions in the feedback in their internal communication networks. Organizations should ensure that their internal communication networks are coordinated by communication experts. They can achieve this by creating full-time jobs for people who have received training in the communication discipline. This way, their internal communication practices will be productive because they will be handled by people who are skilled in the art.

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