

**KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,**

**KUMASI**

**COLLEGE OF ARTS AND SOCIAL SCIENCES**

**SCHOOL OF BUSINESS**

**ASSESSING THE EFFECT OF INTERNAL COMMUNICATION ON  
ORGANIZATIONAL PERFORMANCE IN THE PHARMACEUTICAL  
INDUSTRY IN GHANA.**

**CASE STUDY:**

**POKUPHARMA AND AMPONSAH EFAH PHARMACEUTICAL FIRMS**

**BY**

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## DECLARATION

The research described in this thesis was carried by the named student. It is a true reflection of my work and has not been submitted for any other degree.

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### Supervisor's Declaration

I declare that I have supervised the work herein submitted, and confirm that the students have my permission to present it for assessment.

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## DEDICATION

This work is dedicated to the Almighty God for His unfailing grace and direction. I also dedicate this work to my parents who have helped in diverse ways to make this research a reality. Last but not the least, this work is dedicated to these special people in my life Mr. Joseph Osei-Mainoo, Madam Victoria Freeman, Mr. Adolf Fordjour, and my siblings Leticia Osei Aboraa, Edmond Osei-Mainoo, Mary Osei-Mainoo, Joseph Osei-Mainoo Junior, Alex Osei-Oduro, Frank Osei-Mainoo, Isaac Osei-Mainoo, Emmanuella Osei-Mainoo and Sussana Mensah. I love you all.



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## ABSTRACT

In a fierce competition in today's market, firms cannot operate at their peak efficiency without effective communication because communication is seen as corporate glue holding every aspect in the activities of the organization. This study examines the effect of internal communication on organizational performance in terms of quality and growth in output in the pharmaceutical firms (Pokupharma and Amponsah Efah pharmaceuticals) located in Ejisu-Juaben Municipality. Data for the study were collected through questionnaire with sample population of 137 respondents from a total population of 210 employees. This was analyzed using both qualitative and quantitative approach. Based on the regression analysis on performance in terms of growth in output and quality in output, the significant predictors explains growth and quality in performance output by 75.4% and 58.7%. respectively. The study further found out that, internal communication strategies which include face-to-face strategy, print communication, and technological communication are other communication process in facilitating the progress and operations in the pharmaceutical industries. In addition, barriers of internal communication which include lack of planning, information overloads, badly designed messages, Cultural differences and industry enactments of laws. The study further recommended that the management or the board of directors must make sure that, the various internal communication tools, strategies and channels are properly functioning and made effective. Finally the study recommended that, there must be a strict monitoring and evaluation by the ministry of Health over the pharmaceutical industry in Ghana to strengthen and ensure sustainability of growth in the pharmaceutical industries.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

According to Harris & Nelson (2008), communication is most fundamental and dominant activity that goes on in all modern organizations. Arguably, it is one of the most important factors that ensure the smooth and effective running of a firm.

Smith (2008) argues that, in order to allow the flourishing of good internal communication, it is important to create an organizational climate that is opened and that which allows communication and information to flow freely in all aspects of the business, adjusting the systems put in place by the organization or better still developing them to encourage rather than discouraging them.

Besides, in order to maintain the level needed over the life of the organization, it is necessary to monitor and adjust its internal communication variables (Smith, 2010).

Kalla's (2005) described internal communication both formal and informal communication which occurs throughout a company. Moreover, constantly monitoring and adjusting the various internal communications that occur throughout a firm enables the firm to sustain internal communications at a required plane throughout the firm's lifespan. Research shows that successful internal communication is a determining component in the success of a business (Cees, Berens, & Dijkstra, 2005; Holtz, 2004; Quirke, 2000)

Tourish & Hargie (2004) argued that, internal communication facilitate companies to have information and knowledge sharing between employees. They further argued that, it also satisfies, commits and encourages employees to voice out their concerns.

Internal communications are important, as they hugely impact the base level of an organization and, therefore, form a major foundation in the achievement of organizational objectives (Argenti & Forman, 2002; Tourish & Hargie, 2004). Jay (2005) states that internal communication is critical in achieving victory in the business environment. It serves as a basis of achieving improved performance and improvement management style. However, Yates (2006) argued that, internal communication hugely impact the base level of an organization, by reducing turnover, improving price premiums, returns on capital employed and staff engagement , thus, forming a major foundation in the achievement of success. But according Vercic (2012), the increasing significance of internal communication is perceived from various initiatives, which include the following instances, the establishment of the Institution for Internal Communication by the United Kingdom government, which seeks to understand and study the subject matter. Vercic (2012) further argued that internal communication results as a product of successful organizational communication, and thus internal communications are based on this basic foundation: such that communication becomes an exchange of ideas, and not a monologue.

In fact, Vercic (2012) expanded his idea such that communication becomes a twoway listening procedure. Thus, internal communication in this context becomes a two-way logical procedure involving workers and owner, and owner and workers. The fact is that, communication amongst workers is far more effective and direct than communication between the owner and workers which must be noted. Whilst, information from management disseminated downward is excellent in establishing an outline of discussion points, vertical communication amongst the staff sets the mood of the response directed to the management. In summary, internal communication

encompasses the conversations between the management and workers of an organization and also the peer to peer conversations the workers have with each other.

## **1.2 Problem Statement**

In the pharmaceutical industry, effective business communication is a key factor to performance and by achieving these objectives largely depends upon proper synchronization and integration of human effort in their industry. It is clear that, as the industry grows in size and complexity, the role of internal communication also becomes more critical to organizational functioning.

In the pharmaceutical industry of which Pokupharma and Amponsah Effah pharmaceuticals firms are of no exception, various hindrance influence the course of communication .

According to Argenti (2007), such hindrances disrupt the flow of communication between sender and receiver, and therefore render the procedure of communication ineffective. The study therefore aims mainly to ascertain the effect of internal communication practices on performance in terms quality and growth in output leading to successful organizational activities in the pharmaceutical industry (Pokupharma and Amponsah Effah pharmaceutical).

Therefore, in businesses where many people depend on each other for information, potential blockades to successful internal communication seem eminent in all sorts of manners within the organization. This is because, the bigger the institution the more likely it is for blockades to disrupt the internal communication (J. Gray & Laidlaw, 2004).

Using this background as a basis, the researcher will help to examine the effect of internal communication in the progress of performance in the pharmaceutical industry in Ghana.

### **1.3 Objectives of the study**

The fundamental objective of the research is to ascertain whilst also determining the effect of internal communication on organizational performance in the pharmaceutical industry in Ghana.

Specifically, the research aims to reach these conclusions:

- To determine the internal communication practices of pharmaceutical industry.
- To examine the organizational performance of pharmaceutical industry in terms of their output.
- To examine the effect of internal communication on organizational performance.
- To identify internal communication strategies of pharmaceutical industry that enhanced organizational performance.

### **1.4 Research questions**

The research will be based on the following questions:

- What factors influence internal communication practices of pharmaceutical industry?
- What factors determine organizational performance of pharmaceutical industry in terms of their output?
- What are the effects of internal communication on organizational performance?
- What are the internal communication strategies employed by the pharmaceutical firms to improve performance?

### **1.5 Justification of the study**

This study will bring to bear the knowledge and effect of internal communication practices on the organizational performance in a crucial sector of Ghana's manufacturing sector, especially among the pharmaceutical industry. The study is however focused on Pokupharma and Amponsah-Efah Pharmaceutical firms in Ghana. The researcher is of the view that, effectiveness of management at all levels of the organization (strategic, tactical and operational) largely depends upon the effectiveness of communication that exists. The act of communication is mostly not given critical analysis since it is a spontaneous act within any organization. However when attention is given to study how to make good use of it, it is expected to result in positive rewards to the organization. Therefore, the study is expected to enlighten management on the relevance of internal communication as well as empower them with knowledge to manage it for better organizational results. The study also is expected to add up to existing literature on internal communication, but with the perspective from the pharmaceutical industry.

The study is further expected to serve as a spring-board to stakeholders, erudite, management of pharmaceutical industry to have an in-depth knowledge on the effects of communication in the progress of manufacturing companies.

The study is expected after completion to bring about growth in the pharmaceutical industries in the industry and also to enhance growth in the economy at large since, industries are seen as an engine of growth in both less developed and advance countries and have also contributed greatly to the nation's Gross Domestic Product (GDP).

## **1.6 Brief Methodology**

Cross-sectional data was used through the use of structured questionnaires. Questionnaires were distributed to the employees of the two companies. The population for the study was two hundred and ten (210) consisting of one hundred and twenty three (123) employees from Amponsah Effah and eighty seven (87) employees from Pokupharma Limited. Simple random sampling was used to select one hundred and thirty seven (137) employees to answer the structured questionnaires administered. Questionnaires were adopted because they are quick to administer and facilitates the study process; and so was adopted due to the time and resource constraint. The research used both qualitative and quantitative approach for data analysis in the study. The study used regression in the statistical analysis and presentation of the data gathered. SPSS software's were used for the data entry and the analysis.

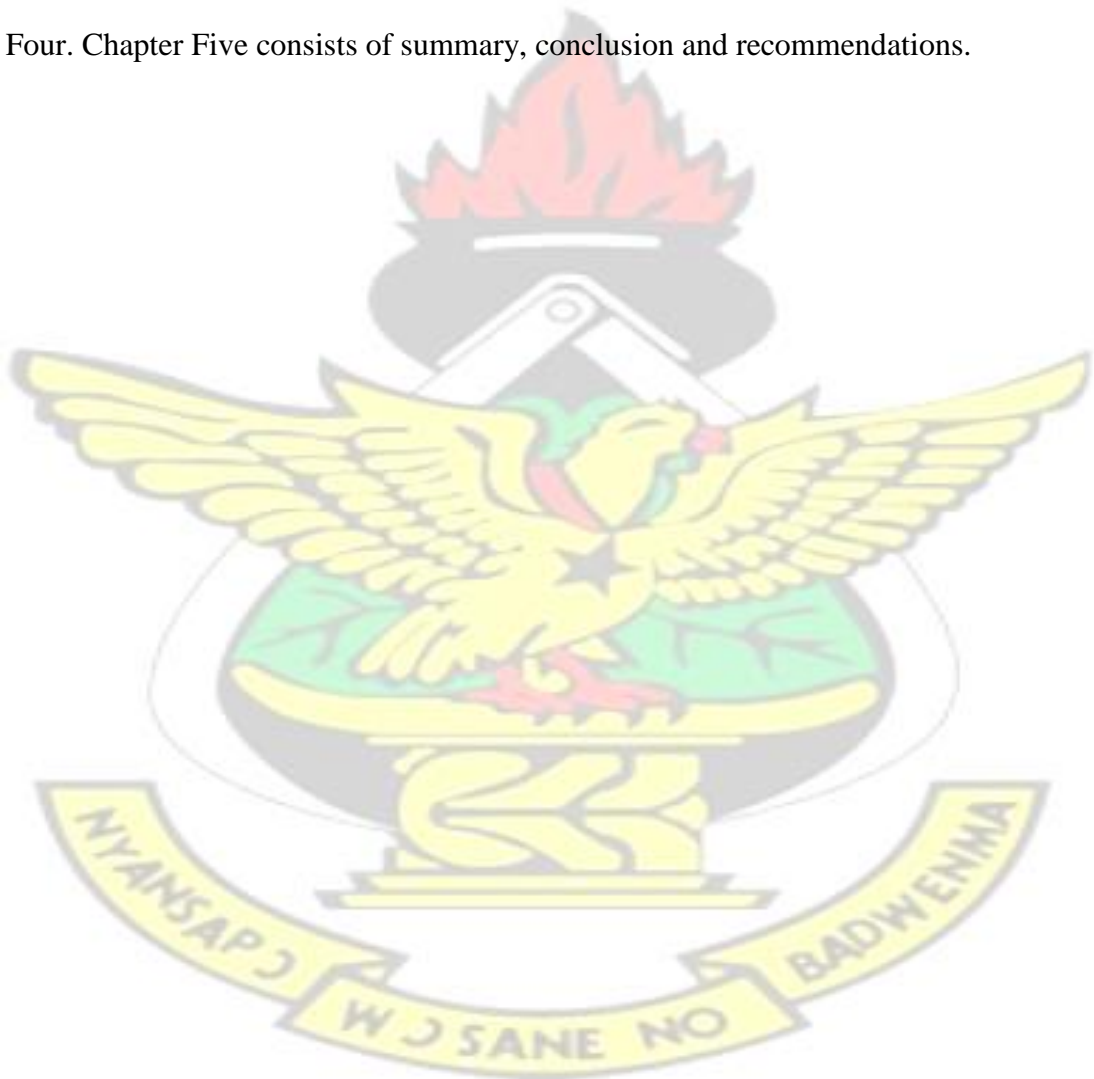
## **1.7 Scope and Limitations to the study**

Although the study ascribed to pharmaceutical industry, the sampling is highly restricted to the staffs from both Pokupharma and Amponsah Efah pharmaceutical firms in Ashanti Region, Ghana. This is because, the pharmaceutical industry is very broad and by considering the whole industry, and unexpected constraining factors could emerge to influence the final outcome. Therefore, both Pokupharma and Amponsah Efah pharmaceutical firms have been chosen as case studies by the researcher to limit the scope.

Inevitable limitations to the research will be financial, logistics and time constraints upon the researcher.

## 1.8 Organization of study

In all the research is made up of five (5) major chapters. Chapter One deals with the introduction, statement of the problems, objectives, research questions, justification of the research, limitation and presentation of the study. Chapter Two consists of the theoretical framework of the subject matter. Chapter Three provides the research methodology and data collection procedure. It also provides the profile of the selected firms to be studied. The analysis and discussion of findings is presented in chapter Four. Chapter Five consists of summary, conclusion and recommendations.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter is devoted to the relevant literatures that have to be reviewed to enhance the viability and the credibility of the study. The chapter envisages definitions and concepts regarding communication, internal communication, internal communication in an organization, communication channels, functions of internal communication, communication process, Communication tools, barriers in communication, and objectives of Internal Communication.

#### 2.2 Concepts of Communication

According to Arturs (2013), the concept of communication cannot be undermined in relation to maintaining and developing an effective and efficient functioning of organizations. Therefore, Arturs (2013) further argues that, the structure of communication must be clear, consistent and precise. However, communication structure should involve deliberation forms, channels (flows) and (digital) means which exist in an institution and also the information exchange and dialogue which may occur (Koeleman, 2008).

Roose (2009) also argued that communication is becoming more multifaceted due to intricate work activities and multicultural environment. So, she argued that most organizations have to recognize the level of communication within the organization so as to improve efficiency level in the organization. Communication is a major influence when motivating employees to improve their performance. Thus, according to Flick (2006), internal communication has become an integral component in gaining

competitive advantage and in practice,  
organizations internal

communication is tacit as part of the leadership function.

Blalock (2005) further argued in affirmation that, in business organizations, effective communication matters most than anything else which is made up of the people and this notion is strongly supported by ex-dean of Harvard Business School that, within the business environment, communication is the whole thing.

### **2.3 Concept of Internal communication**

In business context, scholars and academics have accepted communication as the lifeblood of an organization needed for reaching agreement, executing decisions, trading information, swapping views, forming policy and schemes, making and satisfying requests and closing sales ( Alyssa, 2006 and Kotler, 2006).

According to Blalock (2005), no organization exists without communication. The cessation of communication, results in the cessation of organized activities, and individualistic, undirected actions become the norm in the institution.

Hopkins (2006) defined Internal Communication as a two-way logical procedure involving workers and owner, and workers and fellow workers in a society. The everyday period within an organization is characterized by communication playing an essential role.

#### **2.3.1 Internal communication in an organisation**

According to Kalla (2005), the concept of internal communication in an organisation is about official and unofficial communication that occurs at various stages throughout the organisation.

Besides, Osini (2000) explains internal communication in an organisation with reference to the varied means with which individuals in an organisation communicate amongst themselves. Hathi (2007) further argued that, in every organisation, communication plays a central role in business strategy. This encourages members and at large improves general satisfaction within the institution thus, improving organisational performance. By and large, the communication tools made use during communication create and mediate shared valuable understanding amongst individuals so as to effectively attain the established objectives of the organisation (Gerson, 2007).

According to Alyssa (2006), the principal factor to guarantee business success is the ability to communicate well in an organization. Essentially, the primary areas for communication in an organization includes: marketing pitches made to probable customers, customers meeting, customer service, head to head networking and advertising your organization.

Even though, it is obvious that communication is performed at all levels in an organisation in both formal and informal way. However, management have the privilege to ensure that employees are supplied appropriately with relevant information for efficient and effective works in the organization. In ensuring effective internal communication, organizational culture then becomes an area to guarantee it success (Agenti, 2007).

Organizational culture implies that the environment of an institution is founded on the principles, mission and work procedures of the institution. In the situation where the exact principles, exact mission and exact work procedures are held by all members of the institution, the pace of work develops into a more even transition.

Therefore, enhancing the internal communication in the exchange of information to make it more efficient is the main component to achieving success in organisational goals (Dolphin, 2005).

According to Silburyte (2004), businesses and organizations are compliment in adopting more dynamic structures of internal communication which are included at all levels of organizations and varied in components including novel developments, institutional attainments, appraisal discussions and staff roles.

Also Kalla's (2005) study suggested that, four main classifications of integrated internal communication exist: which includes business; management, corporate and organizational and these domains could be found in the chosen representative firms. That is, Pokupharma and Amponsah Efah pharmaceutical firms.

**Figure 2.1: Conceptual framework Integrated internal Communications**



Source: Kalla (2005) – Conceptual framework of integrated internal communications (p.306)

According to Kalla (2005), business communication tackles the communication ability between all workers while management communication deals with the establishment

of management's communication ability and potential. The corporate communication deals with the official organization communication role whilst the organizational communication deals with more philosophical and theoretical subjects. Kalla (2005) further ascribed internal communication to be linked and knitted in an institution with differences established in the roles of various communications as elaborated by Kalla.

### **2.3.2 The Communication channels**

In the present day, organizations and their employees have access to numerous communication channels. Choosing the best communication means is quite challenging in some situations. It should be noted though that, various communication means that exist are proper in transmitting various types of information and also achieving various goals (Dunmore, 2002; Quirke, 2008; Wood, 1999). Droppers (2006) also argued that selecting the best communication means which is most adequate for the type of communication is imperative. Again, McLuhan (1964) argued that various communication means, without respect to content, connects receivers in varied manners thus influencing the magnitude and speed involved in the communication. This theory is essential since diverse people comprehend and analyze information diversely, this should be noted in selecting a means for communicating (Downs & Adrian, 2004).

Spitzer and Swider (2003) highlighted three main goals that should be present in successful internal communications and it includes the content, goal, importance, and value of the information being communicated should be accepted and understood by employee audience. Besides, the communication objectives which constitute encouraging, leading, notifying or attaining the contribution of the employee audience should be attained with most of workers.

Lastly, the outcome of enhanced interior communication is measured by progression some core success components comprising of merchandise value, revenue, productivity, personnel performance and contentment, and finally, consumer satisfaction.

#### **2.4 Types of Communication**

Dolphin (2005), in all stages of the organization, dovetailing messages being transmitted interiorly with the message transmitted externally should be recognized as important by communications professionals. Internal communication is explained to be exchanges amongst persons and section in institutions (Dolphin, 2005).

According to Holtz (2006), there are three main types of communication in any organization and these includes; formal, semi-formal (non verbal behavior which does not match the message being given) and informal (e.g. the grapevine). Internal communications seeks to build and nourish staff relations, create confidence, supply expedite and accurate information and therefore aiding organization-wide motivation, especially during seasons characterized by revolution and pressure (Dolphin, 2005).

Holtz (2006) further argued that, organization will reach its full potential if all the channels are sending much the same message. If semi-formal and informal communication prevails over formal, then there will be lack of perceived integrity and thus a lack of leadership. In an organization, where employees and employers need to see, hear, and feel a consistent unifying message then the environment needs to be conducive for them to stand up and speak, hear and thereby creating mutual respect and aligning behavior with strategy.

### **2.4.1 Informal Communication**

No organization exists without a casual communication system. That is, a grapevine system that supports formal communication means. Kushal et al (2008) emphasized on the importance of using the grapevine to develop organizational intelligence and to identify problems before they escalate. Sheer & Chen (2004) also highlighted that in the absence of real information; grapevine communication fills in the gaps and employees fill in the blanks with their own information and rumours that tend to fly through the informal organization; fuelled by fear, uncertainty and doubt. Baron (2005) argued that in spite of the merit of casual communication and it aiding in normal communication amongst individuals, it should be assisted by official communication so as to minimize gossip and misinformation. As such, a correct equilibrium should be created between formal and informal communication.

### **2.4.2 Formal Communication**

In every organization, formal communication plays critical role and is directed to the formal organization of the institution. Formal communication is essential because it transmits vital information regarding the institution itself and information in respect of employees' work (Kandlousi, Ali, & Abdollahi, 2010). Thill and Bovee (2010), outline that information may spread its tentacles across an organization's formal hierarchy and that the following communication flows exist within formal communication:

## **2.5 Types of Communication flow**

### **2.5.1 Downward communication**

In most organizations, resolutions are formed up high and are subsequently transmitted downward to individuals who fulfill them. It was found that, downward communication deals with information mechanisms that possess a downward flow from the ladder from management to lower-level employees.

Significantly, downward communications should have a feedback loop built in, that is, a downward communication that has no feedback loop built into it is a one-way communication and does not meet the excellent criteria and it is not the preferred method of communication. Thill and Bovee (2010) citing Hartley & Bruckman (2002) argued that with downward communication feedback assembled during the procedure is employed by management to know the existing state of affairs within an institution.

### **2.5.2 Upward communication**

Hartley & Bruckman (2002) indicated that the upward communication is equally important as the downward communication; therefore management can use upward communication as a means of getting operational and tactically level staff to supply them with precise, expedite information on problems, rising issues, avenues to create enhancement and performance. Briggs (2007) contends that the tone in an organizational environment is due to the availability of opportunities that exist to enable staff to communicate with direct and indirect superiors thus the establishment of effective upward communication in an institution creates a stress-free and welcoming environment within the organization and therefore leads to a productive labour setting.

Thill and Bovee (2010) argued that, the upward communication is a struggling echelon where the lower levelled staff cannot interact with the supervisors leading to strained job environment; where precision and a faultless work is a prerequisite because of lack of feedback which will enable victorious conclusion of a job. Filtration of upward communication is essential and the current issue and important information should be transmitted to upper stages of the institutions management. Amble (2006) highlighted some alarming statistics that, almost half of 2000 UK workers sampled had never had a conversation with their senior leaders and this obviously indistinctness was really a hindrance to the business growth which ultimately affects staff motivation. Amble (2006) further argued that, one of the methods to encourage upward communication is to make communication and feedback a priority that is encouraged and cherished.

## **2.6 Communication Tools**

According to Garratt (2000), there are numerous tools for internal communication which have a prominent role in developing internal communication within organisations. Hence firms within industries must identify and select appropriate communication tools and determine how these tools will fit the bigger picture. Garratt (2000) further argued that, it is very imperative for managers in the preparing of organisational memos to comprehend and choose the right pitch and structure that matches the objectives of interior communication. Specifically, a corporate brand manager in establishing a brand should comprehend the main principles and messages that must be transmitted to employees so that the created brand matches the expected result.

Currently, there are numerous tools to explore in performing internal communication, such as notice board, quarterly reports, annual reports, corporate newsletters and in this era of smart phones, the use of social net works such as Whatsapp, Twitter and Viber to mention but a few as indicated by Dasgupta, (2001). In general, though firms aim at improving internal communication at all levels within an organization, however, available and selecting appropriate tools are of no exception to the achievement of their objectives (Holtz, 2004). Therefore, it is important to match the tools that are essential to various categories of objectives and not the other way round.

## **2.7 Types of Communication Tools**

According to Robertson (2005) communication tool can be defined as the equipment employed by humans in their normal communication and that aids in communication processes in which information is sent from sender to receiver. Again, Shaw (2004) also argued that, at the work place, if an individual knew the tools necessary for successful communication, then it would produce to great influence on others whilst boosting efficiency of the institution. Robertson (2005) and Shaw (2004) postulated that communication tools are classified into;

### **2.7.1 Face-to-face communication**

Guirdham (2005) established that interactive communication seems to have a diminishing importance in the current technologically advanced globe. However, Kalla (2006) stated that interactive communication is currently perceived as the best way of interacting in various institutions.

According to Argenti (2007), he argued that, the best employee communications need to be ‘innovative, entertaining and face-to-face. Hartley and Bruckmann ( 2002) also ascertain that face-to-face interaction builds a deeper rapport among colleagues and caution organizations not to neglect face-to-face communication, stating that ‘no other variable has a strong and consistent effect on results than face to- face communication. They further argued that, these tools usually focus on the following groups; management meetings with staff, team briefings and walking the talk. Consequently, these tools can build an atmosphere of trust and strengthen relationships.

### **2.7.2 Print communication**

Guirdham (2005) points out that, employee publications are still the main methods of communicating with employees.

However, the print communication tools tend to be one-way unless they have built-in feedback mechanisms. Interestingly,

### **2.7.3 Technological communication**

Cornelissen (2001) also argues that, email is frequently used for employee communications in today’s business organization but there is a perceived danger of email overload rendering the tool useless. It is also worth noting that Kalla (2006) indicated that email is far in the rear to face-to-face meetings as the means of communication by most preferred employees. Holtz (2003) also argued that most organizations today often use intranet as a popular tool, but warned that despite its wonderful features , it is obvious that the use of intranet is not a panacea but it should only be used as part of an integrated communication programme and not become the sole source of information.

Ruck (2010) also describes the significance of the intranet to organizations. However, Chisnall (2005) also pointed out that, one should not make the mistake of assuming that using technology as a communication medium can replace a face-to-face meeting. Blundel (2004) also stated that, notwithstanding their acceptance and popularity, alternative communication technologies cannot replace the richness or effectiveness of face-to-face communication.

Tourish and Hargie (2004) postulated that, organizations need to balance technological concerns and the humanity of employees.

#### **2.7.4 Communication process**

According to Quirke, (2008) communication process within the organization should be observed as a constant progression which is never-ending with an objective of constantly sharing the thinking as an alternative to publicizing the end point. Argenti (2009) also argued that, internal communication should be viewed more as multi-dimensional and consists of a lot more than mere communication switching, communication flow or giving information about employee's jobs. Internal communication includes relationship building and fashioning an atmosphere of esteem for employees throughout an institution.

#### **2.8 Functions of internal Communication in an organisation**

Welch & Jackson (2007) stated that the purpose of internal communication includes transmitting institutional objectives, actions, novel issues, accomplishments and individual contributions and also information relating to the vision of the firm. In view of that, Koeleman (2008) classified the role of internal communication as enhancing job procedure with knowledge relating to what and how to perform, motivating and

establishing loyalty within the workforce and aiding the institution with increasing information relating to the goals and objectives of the institution.

According to Koeleman (2008), verbal communication is regarded as the best means to communication. It provides the chance to reply with instant feedback to the opposite party in the conversation. Dunmore (2002) also contented that workers normally prefer interactive communication over un-interactive ones because no matter how good personal communications are, most institutions still employ non verbal and digital communication modes (non personal communication) in communicating between employees. Main merits according to the researcher are that a greater number of individuals may be contacted concurrently and also, the communication transmitted can be stored for later use. Non personal communication is less costly and requires reduced time than personal communication, but it provides zero room for feedback plus the sender cannot verify if the recipient has gotten and understood the transmitted message.

Quirke (2008) noted the difficulty in trying to explain internal communication mainly due to its various functions, interchangeable usage, and various synonyms like revolutionary management, employee communication, worker relations, integrated internal communications (Kalla, 2005 and Argenti et al, 1996). The phrase internal communication was selected for this research in respect of Welch and Jackson's study in 2007. Furthermore, the phrase "internal communication" is favoured by various corporate communication theorists like Argenti (2005).

## **2.9 Barriers in Communication**

Gerson & Gerson (2007) argued that, in the fast changing and fierce business environment in recent times institutions deal with greater echelons of improbability.

Irrespective of the mass, vision, or purpose of an organization, it is just an association of individuals chasing after collective goals and therefore, very imperative for management within an organization to ensure a favourable environment for information exchange. From Argenti (2007) arguments revealed that, communication within an organization is devoid of some barriers such as lack of planning, information overloads, badly designed messages, international barriers and interpersonal factors.

Flick (2006) also suggested that increasing complexity of people's jobs serve as a potential threat that can hinder communication and also the status effect that is eminent for barrier in communication according to the researcher which is the difference in the statuses of the people involved in a particular communication process. The researcher continues that inadequate selection of a communication route also creates a blockade to communication and ultimately cultural differences can also create a blockade because the differences affect communication amongst people in various subdivisions within the institution.

### **2.10 The objectives of Internal Communication**

Cornelissen (2011) outlined that, the objectives of adopting an internal communication strategy in an organisational setting includes establishing a system in which workers are up to date and work towards achieving shared organizational objectives with a concise path for organizational activities.

Besides, encouraging a feeling of belonging by the staff, with the objectives, vision and processes of the institution, and allowing them to make more decisions in a modern way as they possess tools and information required for making the required choices.

This helps in reducing organizational clashes.

## **2.11 Effects of Internal Communication on organizational performance.**

Chen et al. (2006) find that in organizations where organizational communication is more continuous and open, work commitment is higher. Organizational communication signifies the communication happening in organizational environment and the main purposes thereof are to communicate organizational policies, establish a continuous coordination among organizational members, solve the organizational problems and share information (Karakütük, 2011).

According to Rowe (2001), in a fierce competition in the global world today, effective communication remains a key determinant to unravel its mystery and a lot of time and effort is needed for management to develop and sustain a competitive advantage for organizational performance and improvement.

Dolphin (2005), defined internal communication as a communication within an organization, between different groups and individuals at different levels and with different specializations, that is planned to organize day-to-day activities. Ayatse (2005) also observed that communication is needed to establish and disseminate the goals of the enterprise. Dolphin (2005) further argued that internal communication is strategically very important to the success of organizations. It is particularly important as it facilitates corporate identification, where employees identify with their organization, and leads to better informed employees who understand the corporate goals and philosophy.

Manushi (2011) also postulated that, most companies have experienced drastic growth as a result of effective internal communication while others are performing abysmally in their quest to reach their objectives. However, companies who strive to advance in

their internal communication need to be very cautious so that some influential plans are employed that will not distract the traditions and efficiency in the firms operation. Besides, firms can progress effectively by using right technology or enacting a strategy that can influence employees on how they do their businesses positively.

Ajmera (2013) also argued that, building a sense of trust in an organization largely depends on effective communication. However, if one forgoes communication by not remembering to transmit vital information and not listening actively in a way that is essential for sustaining a relationship, can ultimately affects the growth of the organization. He also postulated that, maintaining an excellent organizational internal communication necessitates well developed processes and some essential levels of skill.

Vikram (2010) also postulated that, good communication should serve as a stimulus and produces a desired effect of communication for the recipient by providing information, improving awareness, supporting action, creating consensus, transforming behaviour, settling conflict, or encouraging inputs and clarifying issues and points.

### **2.12 Strategies of internal communication**

According to Roehler (2007), a corporation without a strategy is like an airplane waving through stormy skies, hurling up and down, slammed by wind, and lost in the thunderheads. He further argued that, communications strategy refers to a communications plan, document that outline the objectives and processes of an organization's outreach activities, as well as what an organization wishes to share with

the public and whom the organization is trying to reach. These communication strategies outline the objective of communication, identify stakeholders, define key messages, pinpoint potential communication methods and vehicles for communicating information for a specific purpose, and specify the mechanisms that will be used to obtain feedback on the strategy (Leigh, 2010).

Consequently, communication strategies are plans associated to a specific issue, event, situation, or audience for communicating with the stakeholders, or even employees within the organization. Communication strategies should delineate key messages which are in support of business goals and should be established and then shared with employees up and down the line.

### **2.13 Tools for successful internal communication**

Intranet, newsletter, reports, social media and reports are the most important communication tools that guarantee progress in every organization (Kling, 2000)

According to Kling (2000), feedback clearly ensures that information communicated has integrity to encourage audience to provide feedback after delivery. This has the potential for individuals to assess the strategy implementation, its pros and cons, its enhancement and modification to guarantee continual effectiveness.

Kling (2000) further argued that feedback is an internal communication route that forms a major strategic policy to gain information on demand level and also enhance workers performance.

Moreover Kling (2000), described intranet as a tool which enables input from employees at various departments within to be communicated easily. Intranets within firms play an integral role in reaching out information from employee to employee and

at large department to department which ultimately comes with numerous advantages as it allows employees to send organizational reports and information conveniently, communicate on best industry and organizational practices by way of online meetings, observations or thoughts and to join forces on tasks in groups and not need complicated emailed communication

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#### **2.14 Concept of Organizational Performance**

Richard et al. (2009) described organizational performance as the real productivity of an institution compared with the planned productivity. They further argued that, to establish organizational targets require setting prudent recurring activities, monitoring advancement towards meeting objectives and making alterations to attain the aforementioned objectives.

Besides, Chen (2002) defined organizational performance too as the conversion of inputs to outputs for attaining desired objectives. He further argues that, understanding organizational performance can be seen from diverse perspective which includes; the expansion of an institution and revenue growth which potentially leads to organizational growth.

Furthermore, Chen (2002) defined sales performance as the investment performed over a stated timeframe and calculated as the monetary sum relating to income obtained in the course of product purchases and sales (profitability).

Devinney et al. (2008) also suggested that, organizational performance is very important seen in management study as the framework which is a dependent changeable that relied on how internal communication is introduced and calculated in

corporate strategy. They further argue that, corporate strategy is very critical which helps in the realisation of firms long-term objectives and, therefore, affects the company's long-term wealth.

### **2.15 Types of Organizational Performance**

Organizational performance embraces the actual output of an organization as measured against its intended outputs (Richard et al., 2009). Ali (2003) also postulated that, organizational performance is defined as the actual output or results of an organization as measured against its proposed objectives.

According to Hashim (2007), the aim of evaluating organizational performance is to be able to compare the expected result with the actual results, examining whether there is any deviations from plans, individual performance evaluations and investigates the progress being made towards accomplishing the objectives. This has been in the limelight in both profit and social sectors (Herman &Renz, 2004; Tucker, 2010).

Finally, organizational performance is defined as the capability of an organization to effectively achieve its goals and aims (Selden & Sowa, 2004).

### **2.16 Measuring Organizational Performance (OP)**

According to Poister (2003), measuring performance in an organization is planned to create fair and pertinent data required to improve administration and direct decisions that are likely to be made, attain objectives, enhance the total performance and lastly, boost answerability.

However, Kanji (2002) also argued that, a firm's effort to fulfil and sustain business success companies is guaranteed by changing their methods of calculating performance.

According to Al-Ghandi et al. (2007), companies possess numerous assessment tools used as a benchmark for measuring performance by employers. These assessment tools are employed by companies to assess workers work performance and this is done by the use of a multiplicity of tools and procedures.

In a company, the multiplicity of tools and procedures existing for assessing performance depends on the magnitude of the business either large or little. Complex organisations employ two or more tools, but small sized companies mainly use just a single tool that creates the maximum point of objectivity and works constantly better for them.

Al-Ghandi et al. (2007) further argued that, these tools are named performance appraisals tools and should be as equitable and straightforward in order to be deemed as pragmatic by workers. However, it is very difficult to remove almost all subjectivity because some performance tools are more objective than other tools. The performance tools used in businesses includes; 360 degree feedback, balanced scorecard, management by objective (MOB).

#### **2.16.1 360 Degree Feedback**

In this type of performance appraisal, secret feedback is regularly received by supervisors from those with whom the supervisors regularly communicate with. These feedbacks may emanate from interior and exterior customers, supervisors, direct reports, assistants, retailers and marketers. In an organization, managers believe the feedback received from this appraisal system because it is private nature and this allows respondents to freely provide truthful responses.

### **2.16.2 Balanced Scorecard**

The balanced scorecard approach to performance measurement is regularly employed by the apex of the business's managers however; tactical managers can also employ it. This system interlinks scientific data, example sales and budgetary information requirements, with the required performance level expected of a specified position. It employs key performance indicators to assess how excellently a worker has attained operational and tactical objectives. The system in doing this considers the worker's job progression and observance of standards as set by the company.

### **2.16.3 Management by Objective**

This appraisal method requires supervisors convene regularly with organisational reports and devise operational and strategic objectives that match the business's major aims and business objectives for the current year. At the end of the year, the performance of workers is compared with the targets set by the supervisors and corrective action is taken.

### **2.16.4 Self Evaluation**

Techniques for self-evaluation most involve qualitative and quantitative measures that have the ability to raise the reliability level of the technique from the workers viewpoint. It is important therefore that the worker's self-assessment rating is similar to that of the supervisor. Also, self-evaluation techniques enable the worker to contrast himself to the exact or similar standard used by his supervisor and when the scores are different from one another. This technique enables discussion procedures in which these differences can be considered in a protected, productive manner.

## **2.17 Organizational strategy**

The strategy employed by an organization plays a crucial role in the realization of its strategic objectives and long-term wealth.

Roehler, 2007 bickered that, no organization can operate at their peak efficiency without a strategy. He further lend credence that, corporation without a strategy is like an airplane waving through stormy skies, hurling up and down, slammed by wind, and lost in the thunderheads. Therefore, understanding the objectives and the significance of everyone's contribution towards a strategy has an effect on the commitment and work motivation of the employees, which is crucial to the effectiveness of a company.

## **2.18 Organizational Communication**

According to Baker (2002), overall functioning and performance of an organization is determined by efficiency and effectiveness of organizational communication which has become increasingly important in today's fierce competition. One of the reasons for this is the direct contribution of organizational communication to organizational and employee learning, which is qualified as a critical factor for competitive advantage (Gargiulo, 2005).

Richmond et al. (2005) also suggested that, organizational communication is the means through which people comprehend the meaning of verbal or nonverbal communications within a formal organization which is divided into external and internal communication. They further outlined that, internal communication is a two-way communication that takes place within a company and flows into two directions, horizontal and vertical.

According Baker (2002), vertical communication takes place between hierarchical positioned people, and comprises both upward and downward information flows. He further argues that, horizontal or lateral communication involves communication between people who do not stand in a hierarchical relation with each other.

## **2.19 Products Produced by Pokupharma company**

At Pokupharma the products range among others includes very effective pain killers, blood builders, multivitamins, anti malaria medications, appetizers cough mixtures and antacids.

**Pain Killers:** Among the Pokupharma's product range for pain killers includes; Molfen tablet and syrup, Cafalgin tablet and syrup, Pocumol, Pofinac 7, Pocumol Extra, Molfen Blister and Syrup, Ibumax, Diclofenac, Paranaac, Pocupain tablet, Pobucap. These products have been examined and tested by the food and drugs board.

**Blood Builders:** Among the Pokupharma's product range for blood builders includes; Rodex syrup, Minarol syrup, Jarifan syrup, capsules and drops, Multivitamins, Raidavit syrup, Emgivit tablets, Nutramin drops

**Appetizers:** Among the Pokupharma's product range for appetizers includes; Hepto-Pep Syrup, Odymin syrup, Cyfen syrup and tablets, Lili Apeti tablets,

**Antacids:** Among the Pokupharma's product range for antacids is ascribed to Re-Zot blister and suspension

**Anti-Malaria:** Among the Pokupharma's product range for anti-malaria drugs includes; Malarid, Lumartem, Artetrine

**Imported:** Among the Pokupharma's product range for imported is also attributed to Good care moisturizing lotions.

**2.20 Products Produced by Amponsah Efah Pharmaceutical company** The under-listed drugs are produced by Amponsah Effah company. Their products include; Efpac Junior Suspension , Romex Adult Cough Mixture , Romex Junior Cough Mixture ,Promizel Syrup , Metronidazole 400mg, Ciprofloxacin 500mg, Vitamin-B Complex, Syrups & Suspensions, Zinel Tablets, Contreg Tablets, Folic Acid, Griseofulvin BP 125mg, Keuron 400 Tablets, Chlorpheniramine Maleate, Chemoverm 500mg , Keltabs, Keuron 200 Tablets , BX Tablet & Syrup a fortified B vitamin drug for adults and infants respectively. The B vitamins in BX perform in conjunction the body system to enhance various metabolic procedures in the human system.



### **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter defines methods employed to achieve the research objectives such as the research design and approach and techniques to help assess the effects of the internal communication strategies on organizational performance in the pharmaceutical industry.

Besides, it shows the population of the study, sampling size and sampling techniques, sources of data, data collection instrument such as questionnaire.

### **3.1 Research Design and Approach**

#### **3.1.1 Research Design**

The research design used was to guide the implementation of the study towards its realization. A descriptive and cross-sectional design with both qualitative and quantitative approach were chosen due to their usefulness for the study.

According to Oghazi (2009), research design establishes the plan that is followed to gather and analyze in order to achieve the research objectives.

#### **3.1.2 Research Approach**

In this study, both quantitative and qualitative research approach were employed. According to Sogunro (2001), quantitative research approach is defined as an inquiry into a social or human problem, based on challenging a theory composed of variables, measured with numbers, and analyzed with statistical procedures in order to determine whether the predictive generalizations of the theory hold true Sogunro (2001) further postulated that, qualitative research approach is defined as an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words, reporting detailed views of informants, and conducted in a natural setting.

In summary, quantitative research deals with the use of numbers and statistics to make generalizations whereas qualitative research deals with the use of words and descriptions and makes conclusions based on thoughts and beliefs.

### 3.2 Population of the study

The target population of a study constitutes the group of persons, objects or institutions that defines the objects of the investigation (Patton, 2002). The population for the purpose of this study was two hundred and ten (210) consisting of one-hundred and twenty-three (123) employees from Amponsah Effah Pharmaceutical and eighty seven (87) employees from Pokupharma Limited in the Ashanti Region. This includes employees with varied years of service within firms.

### 3.3 Sample Size and Sampling Techniques

The sampling was based on the simple random sampling procedure. Information was solicited from respondents who were willing to furnish the researcher with the needed information within the limited period of time. Simple random sampling was used to administer questionnaires to one-hundred and thirty seven (137) employees of the selected Pharmaceutical firms, Pokupharma and Amponsah Efah Pharmaceutical firms in the Ashanti Region. This study employed Slovic & Wride (2009) sampling formula.

$$n = \frac{N}{1 + N \cdot e^2}$$

Where, N= sample frame population

n = sample size e = margin of error

Therefore, n= 210/ (1+ 210\*0.05<sup>2</sup>)

$$n = 137$$

The survey collected information on the effects and strategies of internal communication practices in the pharmaceutical firms leading to organizational performance.

### **3.4 Sources of Data**

In this study, both Primary and Secondary data were adopted. Primary data is defined as data “observed or collected directly from first-hand experience” (BusinessDictionary.com, 2014). This data is gathered by the researcher specifically to meet the research objectives and to provide accurate and unbiased information. It is for this reason that this research will utilize solely primary data. However secondary data is defined as “data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data” (Investorwords.com, 2014).

### **3.5 Data collection instruments**

The instrument for collecting data is a critical point in the research process. In this study, the researcher employed three basic tools as data collection instrument: thus personal interview, questionnaire and field survey. However, questionnaire was mainly used for the data collection because it provides a quick way of collecting data from the workers in the firm and at large, it is known to be valid and reliable if constructed ((Malhotra, 2010; Oghazi et al. 2012).

According to Malhotra (2010), a questionnaire is a set of questions for collecting information from the respondents. The intents with a questionnaire are to; transform information to questions that makes it possible for the respondents to answer, motivate the respondents to get involved in the questionnaire, and to minimize response

These questionnaires used were developed with reference to the objectives of the research. This provided the researcher, a better insight into the issue of the effect of internal communication.

Besides, secondary data was used to supplement the questionnaire and interview guide to comprehensively enrich the data collection.

### **3.6 Data Analysis Techniques**

Both qualitative and quantitative approaches were employed by the researcher. The collected data for the qualitative approach was analysed using the descriptive presentation through the use of frequencies and percentages for bar-charts, pie charts; etc. Representations like figures were used to ensure easy and quick interpretation of data from the completed questionnaire obtained from the field.

But in relation to the quantitative analysis, regression analysis was used to determine the effects of internal communication on performance. Again, an SPSS was used for the data entry, coding and analysis of the entire study.

### **3.7 The Regression Model**

**$PFPI_i = f ( SIZ, AOP, INTC, NOP )$  for where  $i = 1$  to  $2$**

Where  **$PFPI_1$** = Growth in Output and  **$PFPI_2$** = Improvement in quality of drug production are the dependent variables that are proxy to measure the performance of the pharmaceutical industry.

#### **Explanatory/Independent Variables**

- Newsletter
- Reports
- Notice board
- Intranet

- Meeting
- Social media

### **3.7.1 A priori Expectation for the Growth in Output**

On the basis of economic theory, the explanatory variable which includes newsletter, reports, noticeboard, intranet, meeting and social media in the regression model are expected to be positively related to growth in output. The underlying assumption is that an increase or an appreciative increase in the explanatory variables will cause an increase in growth output in the Pharmaceutical industry.

### **3.7.2 A priori Expectation for the Improvement in Quality of Drug Production**

On the basis of economic theory, the explanatory variable which includes newsletter, reports, noticeboard, intranet, meeting and social media in the regression model are expected to be positively related to the improvement in quality of drug production.

The underlying assumption is that an increase or an appreciative increase in the explanatory variables will cause an increase in the improvement in quality of drug production in the Pharmaceutical industry.

## **3.8 Organizational Profile of Pokupharma and Amponsah Efah Pharmaceuticals.**

### **3.8.1 Corporate Profile of Pokupharma**

Pokupharma Limited is a limited liability company registered under the companies code 1963(Acts 179). It commenced business on 5th March, 1998 to supply pharmaceutical products under the pharmacy act 1994(Act 489) section 30 and 31.

Their operations started at Asafo near the Ahmadiyya Mosque where it started as a wholesaler and later expanded as a nationwide drug distributor with Aryton drugs manufacturing company as its supplier. Here, Pokupharma operated from two small offices with 10 trucks for its distribution.

In 2005, the company widened its scope by registering a sister company called Marina Chemist Limited to supply manufacturing drugs other than that from Aryton Drugs manufacturing company.

However, in 2011, Pokupharma limited and Marina chemist Limited merged as one company to create a stronger bond in the distribution business and to add Pharmaceutical drugs manufacturing to their line of business. Due to their thirst for expansion to meet their ever growing objectives, the company which was formerly located at Kumasi Asafo near Ahmadiyya mosque relocated to Fumesua, into the former world vision premises directly opposite the crop research institute.

Their main objective is to manufacture and distribute quality, affordable and result providing pharmaceutical products to meet the pockets of the minimum income earning Ghanaian and African as a whole.

### **3.8.2 Profile of Amponsah Efah Pharmaceuticals Limited**

Amponsah-Efah Pharmaceuticals Limited, also known as A-EFAH Pharmaceuticals Limited is a young but dynamic wholly Ghanaian owned private limited liability company operating in Fumesua in the Ejisu Juaben Municipality of the Ashanti Region. The company began in 1983 as a pharmacy shop that was set up by the Managing Director Mr. K. Amponsah-Efah who invested steadily into manufacturing. The Company was incorporated in 1988 with the Registrar General's Department of Ghana, but began actual manufacturing operations in 1993. The

company is dedicated to helping people fight their diseases and maintain their health by providing them with effective pharmaceutical products

It is also registered with the Food and Drugs Authority of Ghana and Pharmacy Council of Ghana. It has a competent team of managers who guide staff to reach goals. The corporate management team comprises the Managing Director, Deputy Managing Director, General Manager, three functional managers such as Marketing Manager, Accounts Manager, Administration/HR Manager and other managers such as Technical Managers, Engineering Manager and the Internal Audit Manager. The head office of the company is located at Plot 2 Kobi Street, Fumesua, Ashanti and has distribution outlets in Accra, Kumasi, Takoradi and Tamale.

## **CHAPTER FOUR**

### **EMPIRICAL RESULTS AND DISCUSSION**

#### **4.0 Introduction**

This chapter employed both qualitative and quantitative analysis approach for orderly presentation of the data obtained for the study.

#### **4.1 Demographic Information**

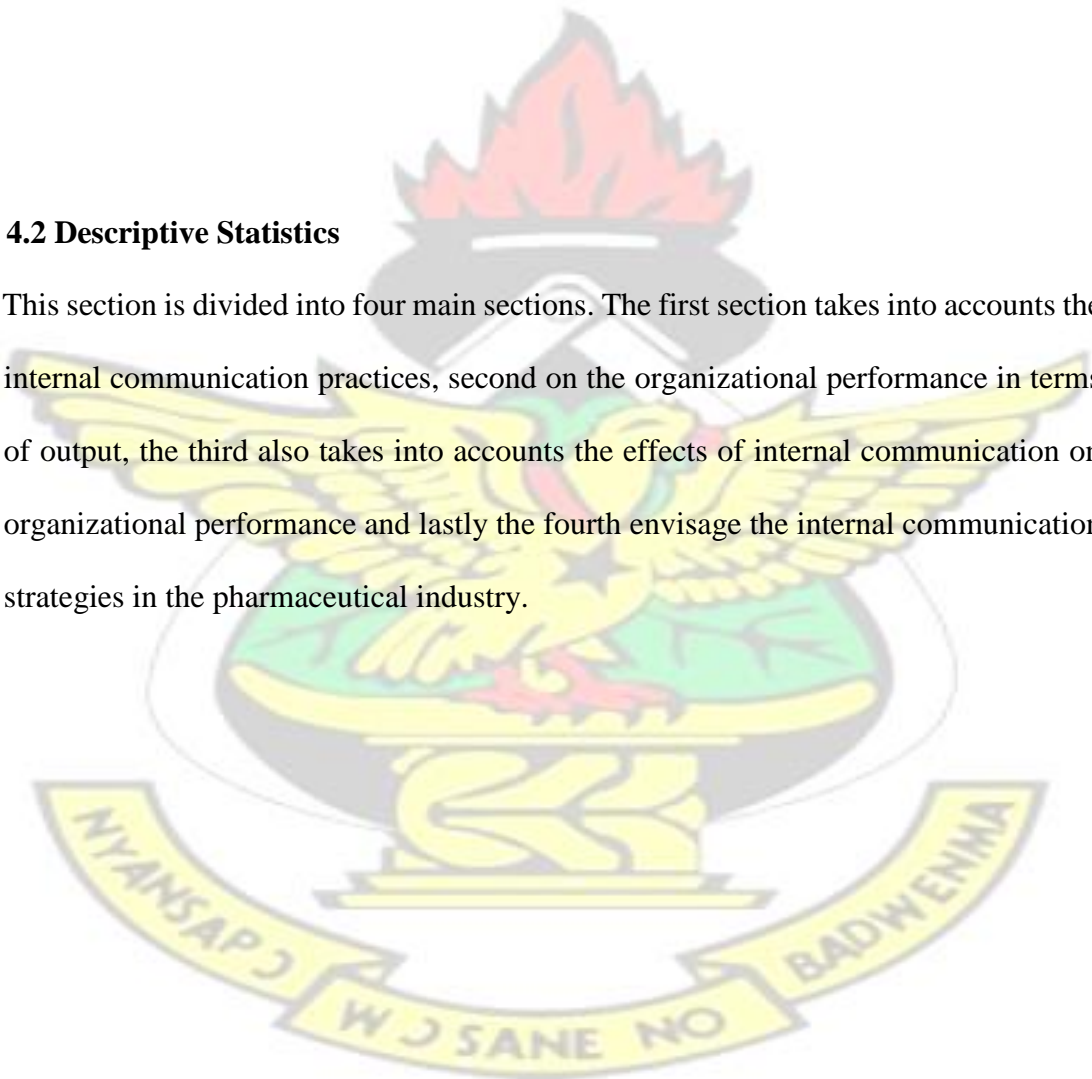
Pokupharma and Amponsah Efah pharmaceutical companies located in Fumesua in the Ejisu-Juaben Municipality are leading giant pharmaceutical firms in the industry, Ghana. They are pharmaceutical companies dedicated in helping people to fight their diseases and maintain their health by providing them with effective pharmaceutical products. Their vision is to develop into and endure as a leading worldwide pharmaceutical manufacturing company with quality growth output aims to promote a long-term economic growth of business, social stability, and to a reliable producers and suppliers of drugs of important and /or over-the-counter drugs in the global

market. The population for the purpose of this study was two hundred and ten (210). However, a sample size of one hundred and thirty seven (137) respondents was selected using simple random sampling technique in order to provide reliable and valid conclusions.

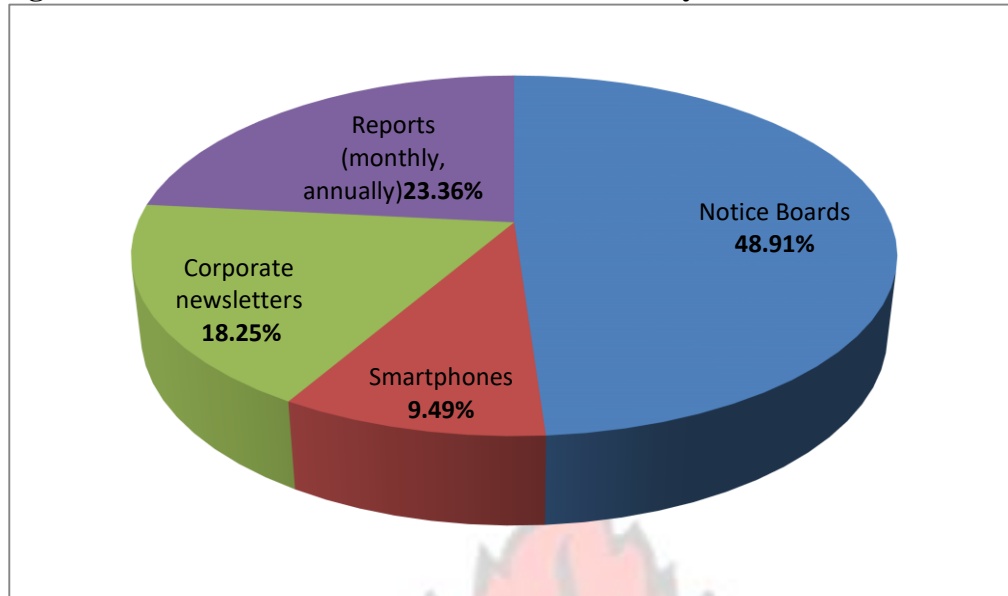
From the responses gathered, 77% of the entire respondents were in favour of the notion that internal communication has an impact on organizational performance outcome as 23% of the entire respondents were against the notion.

#### **4.2 Descriptive Statistics**

This section is divided into four main sections. The first section takes into accounts the internal communication practices, second on the organizational performance in terms of output, the third also takes into accounts the effects of internal communication on organizational performance and lastly the fourth envisage the internal communication strategies in the pharmaceutical industry.



**Figure 4.1: Internal Communication Tools Used by Pharmaceutical Industries**

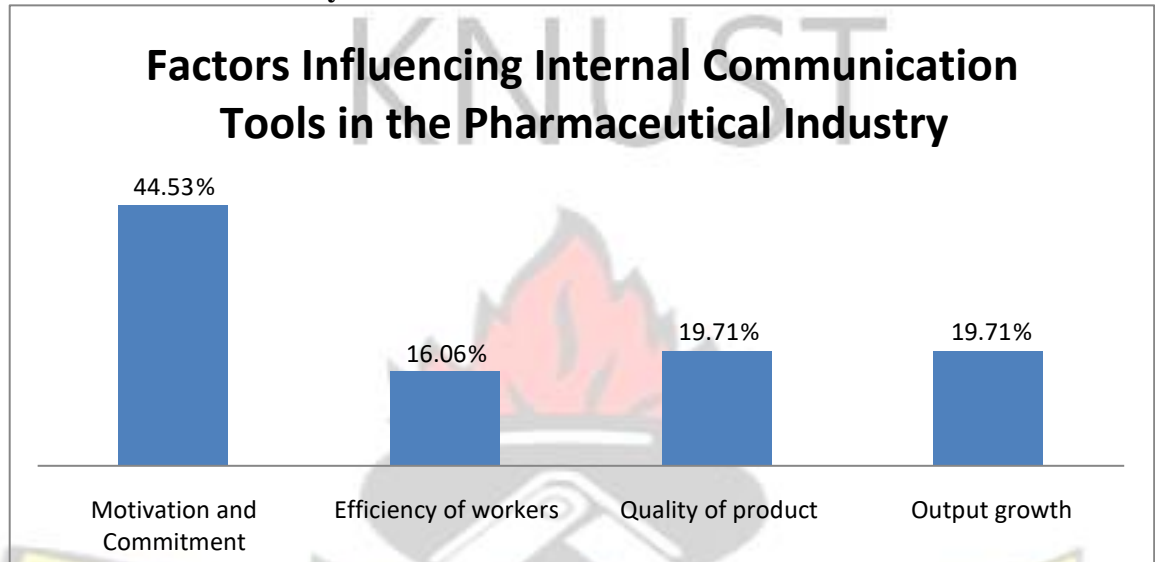


**Source: Researchers' field Data**

In relation to figure 4.1, the following communication tools/practices were adopted by the pharmaceutical industries in Ghana. This includes the notice boards, reports designing, corporate newsletters and smart phones. Given the aforementioned tools about 48.91% of the respondents sampled revealed that pharmaceutical industry mostly used notice boards as their main internal communication tool. Again, about 23.36% of the respondents showed that pharmaceutical industries used annual/monthly/quarterly reports as their main internal communication tool, follow by Corporate Newsletters which forms about 18.25% of the respondents views but the smart phones were the least internal communication adopted by the pharmaceutical industries which forms about 9.49%. From the data obtained, the respondents revealed that Notice board is the main internal communication tool mostly adopted by the pharmaceutical industries. The implication of this finding is that although notice boards are old, they are one of the used tools of communication in an organization. However, with the current upsurge in the patronage of smart phones and the rapid

development in mobile technology, it is likely that soon management will adopt the use of smart phones as a tool of communication in most organizations.

**Figure 4.2: Factors Influencing Internal Communication Tools in the Pharmaceutical Industry**

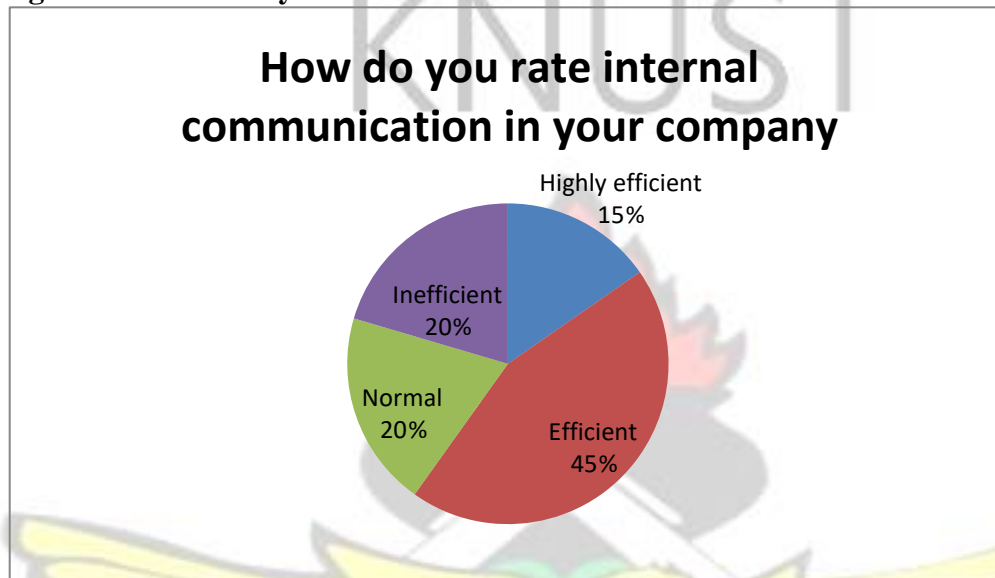


**Source: Researchers' field Data**

Figure 4.2 presents the various factors that triggers or influences the smooth operation and adoption of internal communication tool in the pharmaceutical industries. In relation to the data obtained from the field, the most dominated factor that led to the adoption of internal communication tools is ascribed to motivation and commitment factor, thus internal communication help the lower echelons group to be closer to the top notch managers and therefore encourages the lower rank groups. Motivation and commitment factor forms about 44.53% of the entire factors follow Output growth with 19.71%, Quality of product with 19.71% and 16.06% for Efficiency of the workers. This finding is in line with the studies of Kalla (2005) and Gerson (2007) who postulated that motivation and commitment, output growth, quality of product, efficiency are the main factors that triggers the adoption of internal communication tool. This finding implies that, for management to ensure smooth

communication within an organization, employees would need to be motivated and committed to what they do. This can be achieved with the introduction of reward schemes and a more participative decision making approach.

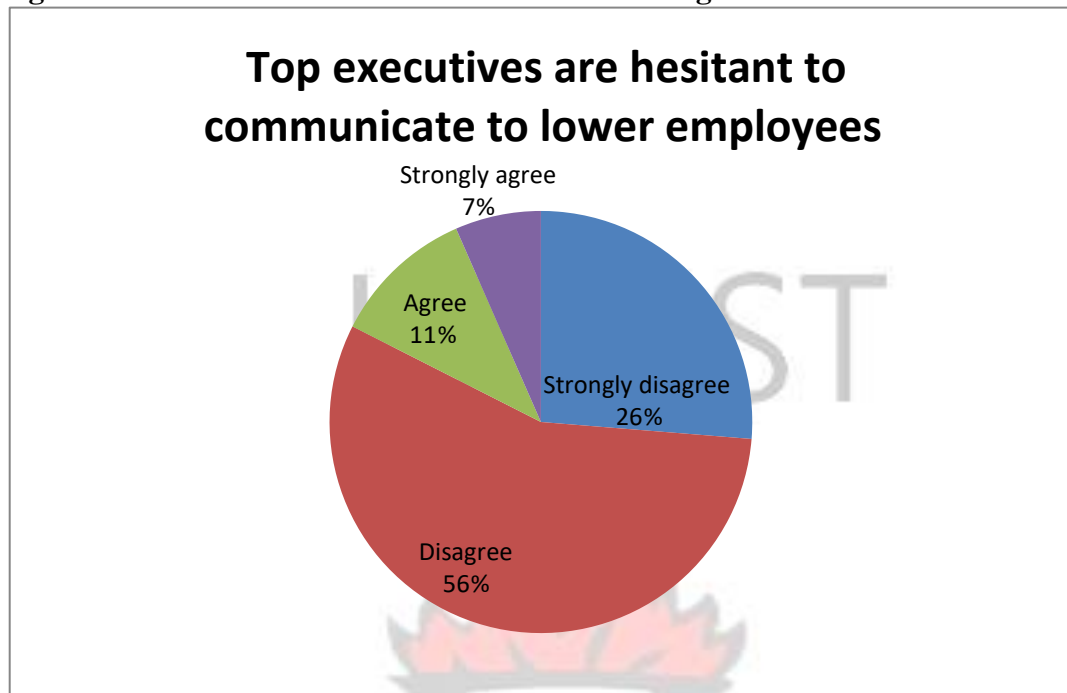
**Figure 4.3: Efficiency Level of the Role of Internal Communication**



**Source: Researchers' field Data**

From figure 4.3, about 59.86% of the respondents asserted that, the role of internal communication is near perfection towards the progress of the industry. Out of the 59.86%, 44.53% of the respondents agree that the role of internal communication is efficient and 15.33% of the respondents also agree that, the role of internal communication is highly efficient. However, about 20.44% of the entire respondents were of the notion that, the role of internal communication is inefficient and 19.71% of the respondents were indecisive but were of the notion that the role of internal communication is normal. This implies that internal communication is efficient and therefore should be encouraged in all organizations.

**Figure 4.4: Disinclination in Communication among Pharmaceutical Workers**

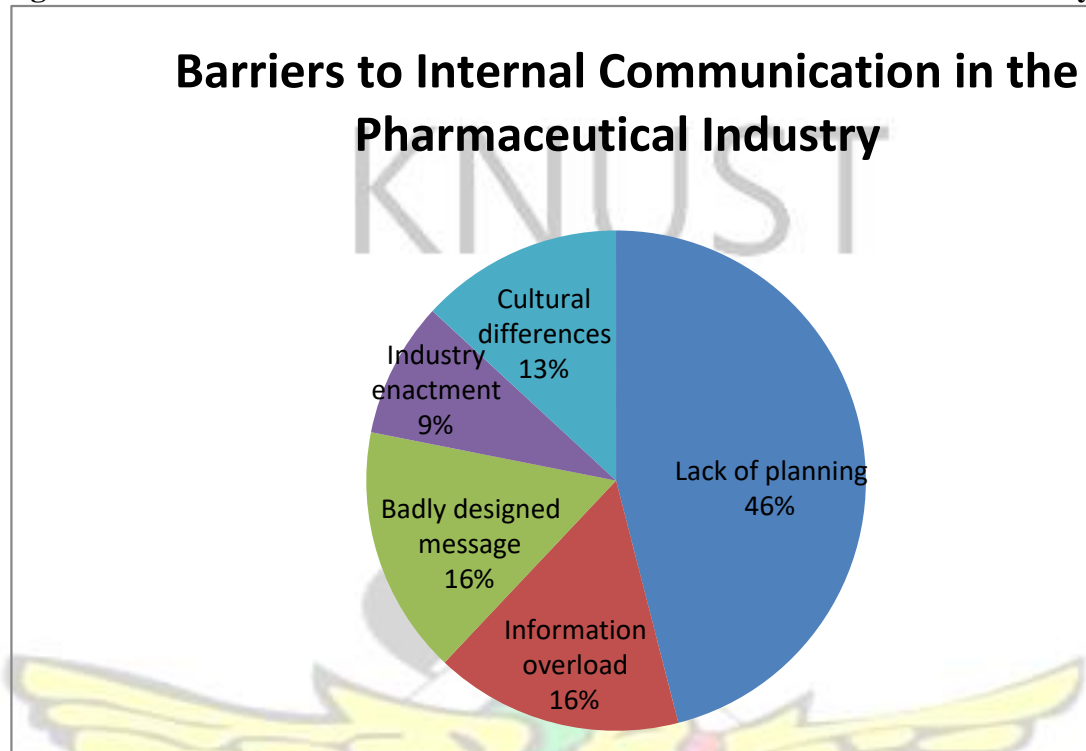


**Source: Researchers' field Data**

Figure 4.4 reveals the respondents' perceptions on the reluctance in communication among workers. Thus, whether respondents opposed or agreed to the notion that the top executives are hesitant to communicate to the lower employees. From figure 4.4, about 82.48% of the respondents did not assert that the top executives are hesitant to communicate to the lower employees. Out of the 82.48%, 56.20% of the respondents disagree that the top executives are hesitant to communicate to the lower employees and 26.28% of the respondents strongly disagree that the top executives are hesitant to communicate to the lower employees. However, about 10.95% of the entire respondents agree to the notion that the top executives are hesitant to communicate to the lower employees and 8.57% of the respondents strongly agree to the notion that the top executives are hesitant to communicate to the lower employees. The implication of this finding is that employees believe that management is not hesitant

to communicate. Therefore, the onus lies on management to ensure effective internal communication.

**Figure 4.5: Barriers to Internal Communication in the Pharmaceutical Industry**



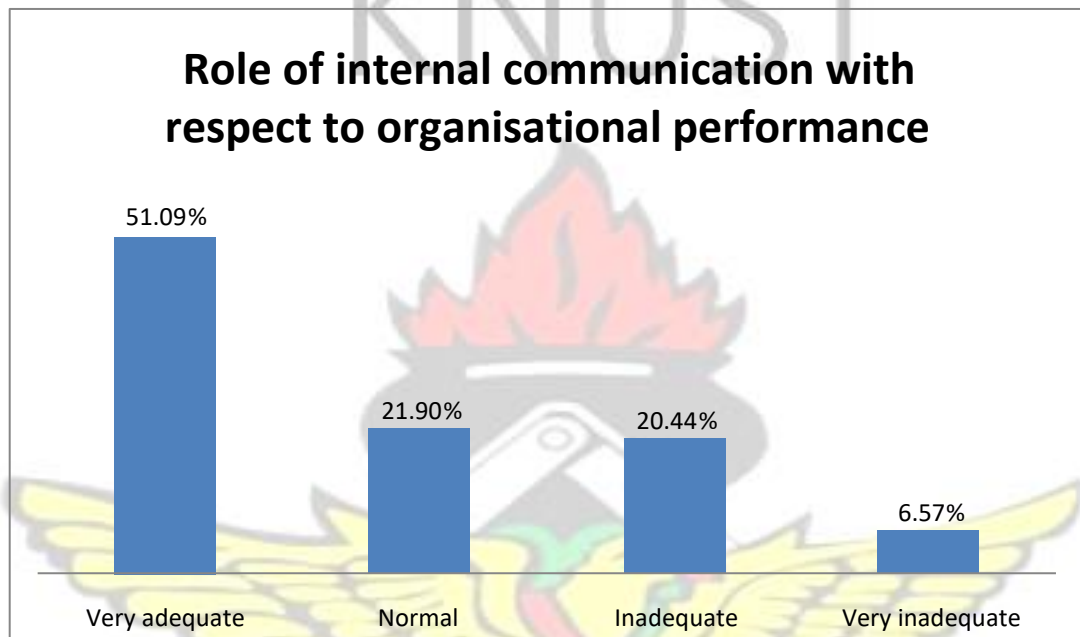
**Source: Researchers' field Data**

Figure 4.5 presents the various factors that stymie the smooth operation and adoption of internal communication tool in the pharmaceutical industries. In relation to the data obtained from the field, the most highly dominated barrier that hinders the progress of internal communication is ascribed to lack of planning by the organization which does not stimulate the adoption and progress of internal communication. Lack of planning forms about 45.99% of the entire barriers to internal communication, follow by Information overloads and badly designed messages with 16.06% respectively, Cultural differences with 13.14% and 8.76% for industry enactments of laws. The above factors serves as unfavourable conditions or barriers that thwart the progress and activities of internal communication but with the lack of planning being the main obstacle to the industry in ensuring smooth internal communication. This implies that

management should allocate adequate time to the planning of the content of communication, the procedure of communication and route for feedback.

#### 4.3: Organizational Performance in terms of Quality and Growth Output.

**Figure 4.6: The Role of Internal Communication with respect to Organizational Performance**



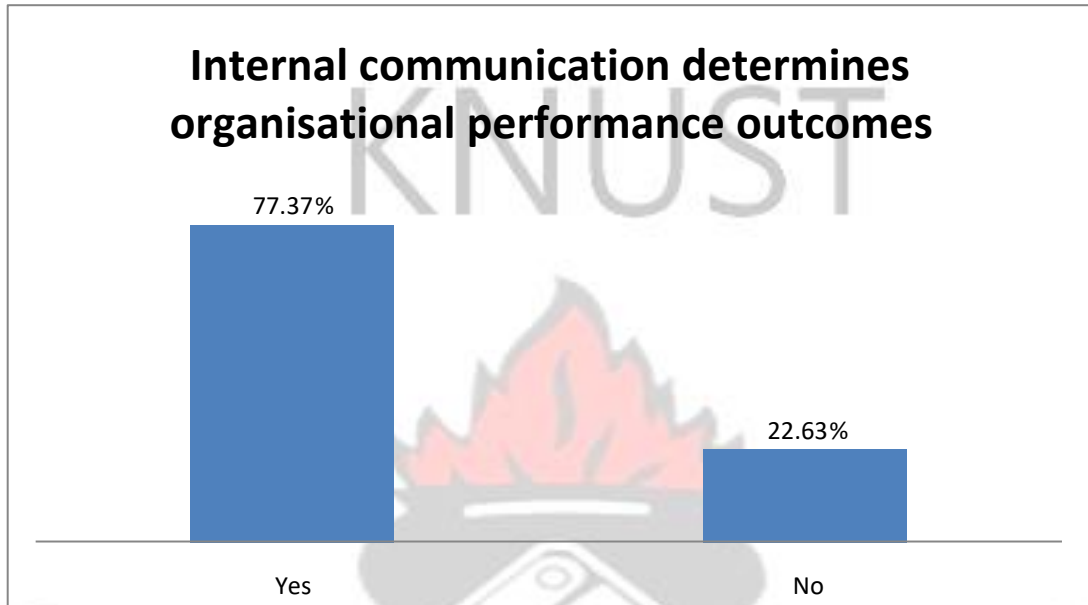
**Source: Researchers' field Data**

Figure 4.6, shows the role of internal communication in facilitating organization performance within pharmaceutical industries.

From the data obtained from the field, the role of internal communication on organizational performance is perceived to be very adequate. About 51.09% of the entire respondents were of the notion that the role of internal communication on organizational performance is very adequate. Again, about 21.90% of the respondents reveal that the role of the internal communication on organizational performance is normal. However, about 20.44% of the respondents were of the notion that the role of internal communication on organization performance is inadequate and 6.57% of the

respondents were of the notion that the role of internal communication on organization performance is very inadequate.

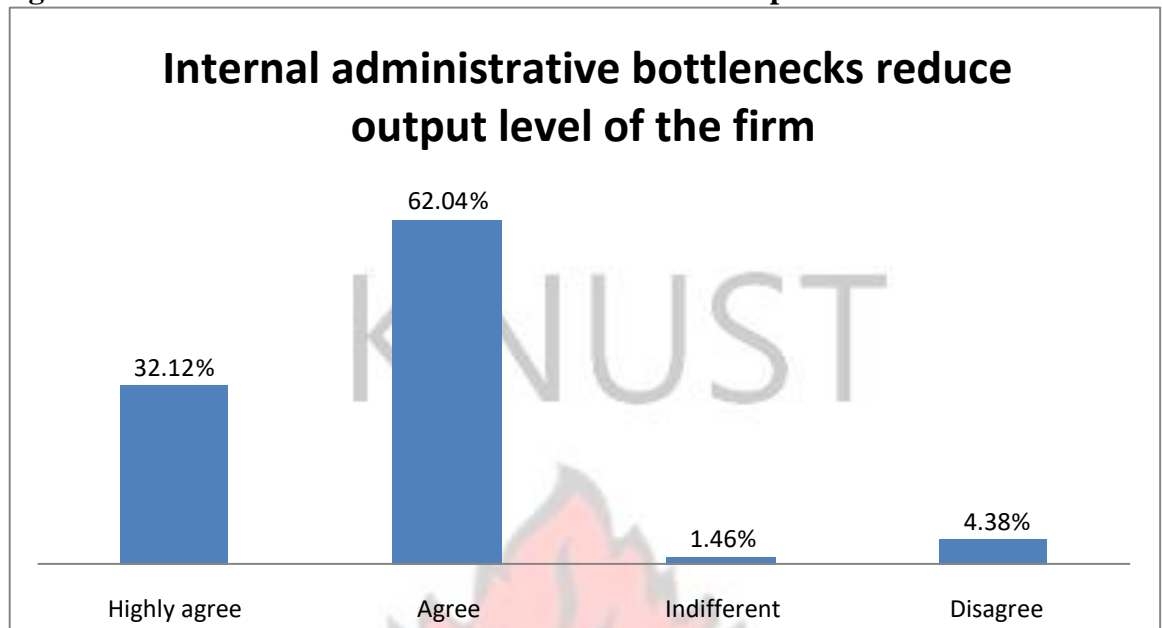
**Figure 4.7: Internal Communication and the Outcomes in Organizational Performance**



**Source: Researchers' field Data**

Figure 4.7 showed that internal communication is a key determinant to organizational outcome (i.e. which includes growth in output, quality in product, and efficiency in production etc.). From the data obtained from the field, about 77.37% of the entire respondents were of the notion that internal communication determines organizational performance outcomes while 22.63% of the entire respondents were against the notion that internal communication determines organizational performance outcomes. This implies that for an organization to ensure that its goals are achieved; these goals must be effectively communicated to employees.

**Figure 4.8: Effects of Administrative Bottlenecks on Output Level of the Firm**

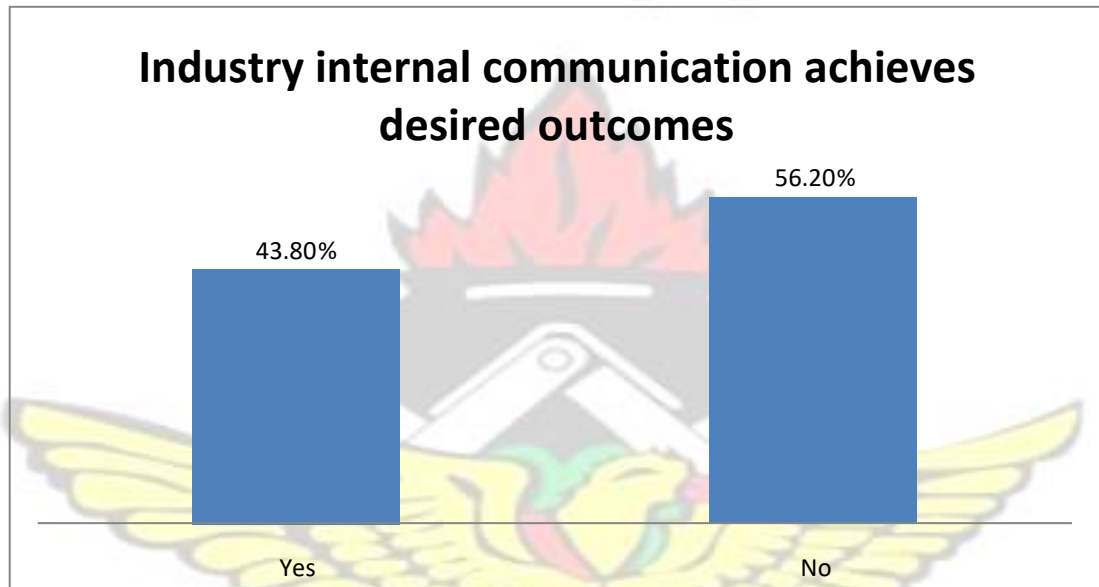


**Source: Researchers' field Data**

Figure 4.8 reveals the respondents' perceptions on the effects of internal administrative bottlenecks in the reduction of output level in the pharmaceutical industries. Thus, whether respondents opposed or agreed to the notion that internal administrative bottlenecks leads to the reduction in output level of the pharmaceutical industries. From figure 4.8, about 94.16% of the respondents asserted that the internal administrative bottlenecks leads to the reduction in output level of the pharmaceutical industries. Out of the 94.16%, 62.04% of the respondents agree that the internal administrative bottlenecks leads to the reduction in output level of the pharmaceutical industries and 32.12% of the respondents highly agree that the internal administrative bottlenecks leads to the reduction in output level of the pharmaceutical industries. However, about 4.38% of the entire respondents disagree to the notion that internal administrative bottlenecks leads to the reduction in output level of the pharmaceutical industries and 1.46% of the respondents were indifferent to the notion that internal administrative bottlenecks leads to the reduction in output level of the pharmaceutical

industries. The implication of this finding is that since administrative bottlenecks reduce output of the firm, the firm must try to ensure that it reduces various administrative bottlenecks including bureaucracy, red-tapeism which affects the information flow at the administrative level.

**Figure 4.9: Achievement of Desired Outcomes by Industry Internal Communication**

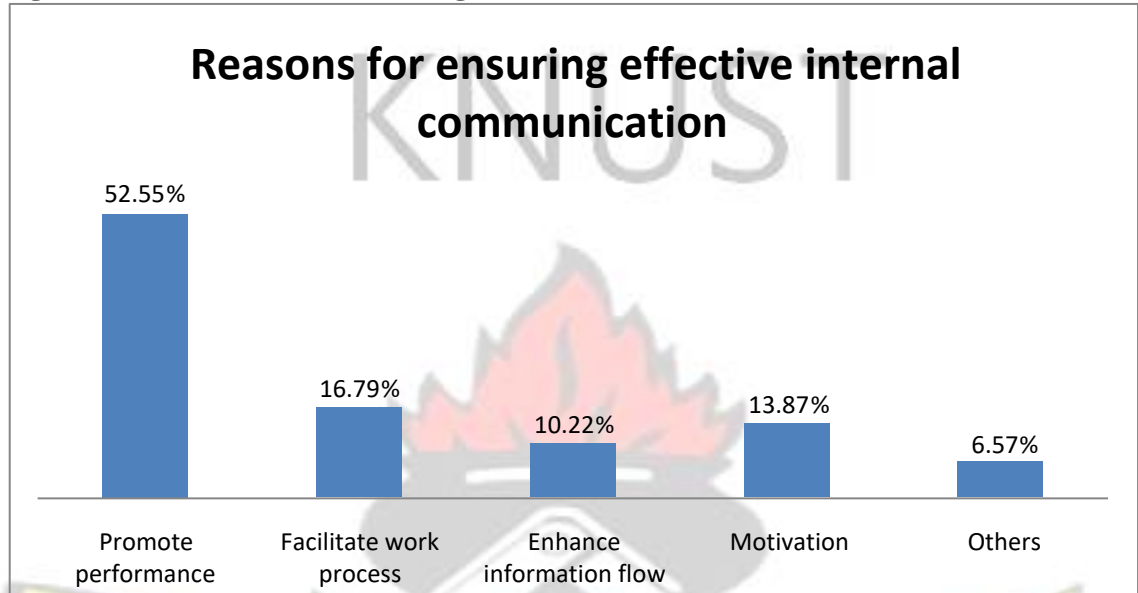


**Source: Researchers' field Data**

Figure 4.9 showed whether the industry internal communication has aided the achievement in the industry desired outcomes (i.e. which includes growth in output, quality in product, and efficiency in production etc.). From the data obtained from the field, about 56.20% of the entire respondents were against the notion that internal communication has aided in the achievement of industry desired output/outcomes whiles 43.80% of the entire respondents were of the notion that internal communication has aided in the achievement of industry desired output/outcomes. It is seen in this analysis that industry internal communication has aided achievement of desired outcomes, therefore, if companies and organizations in the pharmaceutical

industry want to continue achieving their goals and objectives, internal communication should be made more effective and efficient.

**Figure 4.10: Reasons for Ensuring Effective Internal Communication**

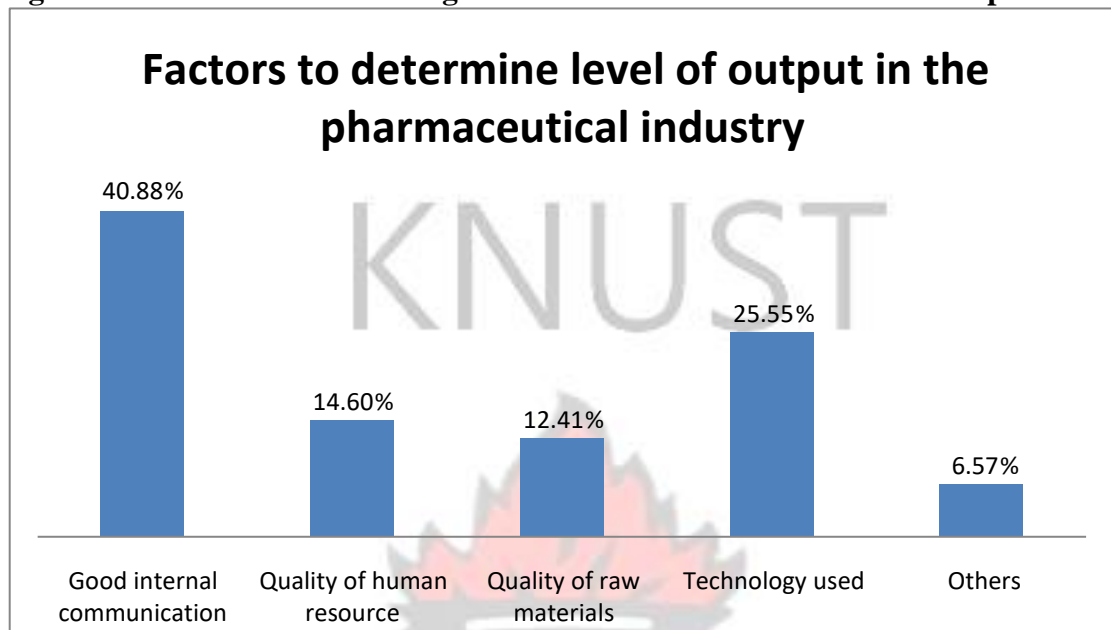


**Source: Researchers' field Data**

Figure 4.10 showed the various reasons why effective internal communication should be ensured in the pharmaceutical industries. From the respondents sampled, about 52.55% were of the notion of ensuring effective internal communication in order to promote organizational performance, 16.79% of the respondents were of the notion of ensuring effective internal communication in order to facilitate the industry work processes, 13.87% of the respondents were of the notion of ensuring effective internal communication in order to motivate and create commitment among the workers, 10.22% of the respondents were of the notion of ensuring effective internal communication in order to enhance informational flow and 6.57% of the respondents were of the notion of ensuring effective internal communication in order to promotes other factors such as growth in output, quality in products, marketing of products etc.

#### 4.4 The Determinants of Organization Performance in terms of Output

Figure 4.11: Determinants of Organization Performance in terms of Output

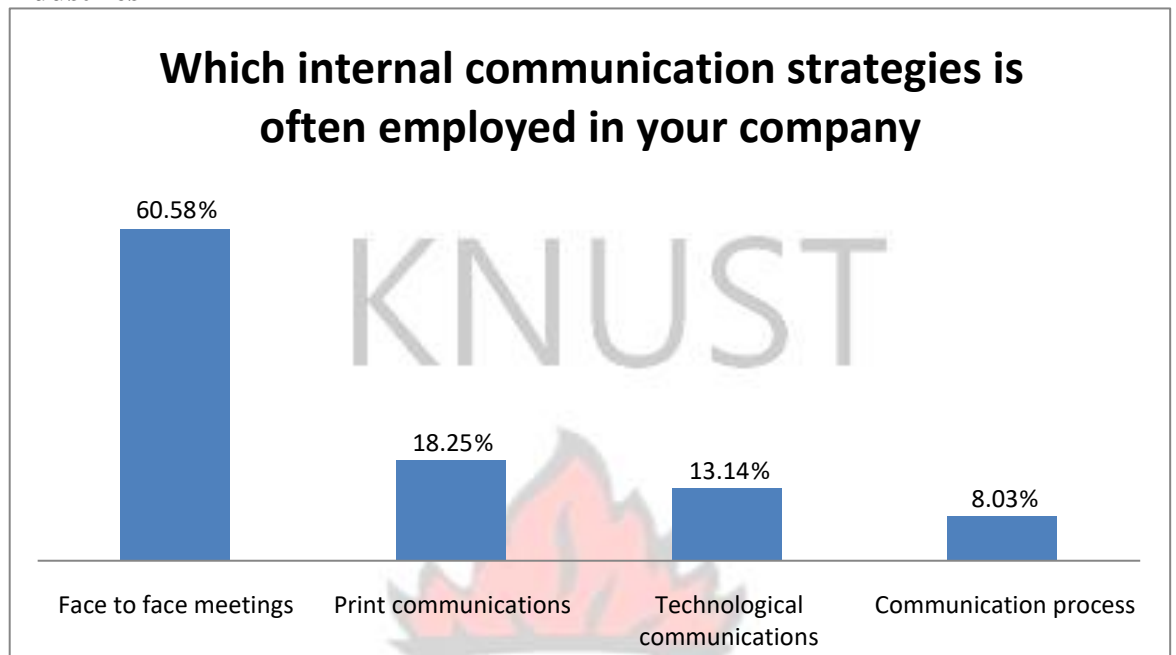


Source: Researchers' field Data

Figure 4.11 presents the determinants of organization performance in terms of output in the pharmaceutical industries. In relation to the data obtained from the field, the highly dominated determinant of organizational performance is ascribed to good internal communication. Good internal communication forms about 40.88% of the entire determinants follow by the use of technology with 25.55%, quality of human resources with 14.60%, quality of raw materials with 12.41% and 6.57% for other variables undefined. The above factors serve as the stimulations conditions that enhance the progress and growth in organization performance. This finding implies that internal communication is the major determinant of organization performance; the more effective internal communication is the higher the rate of output and vice versa. This is in line with the study of Welch and Jackson (2007) which stipulated that internal communication aids organizations to achieve their objectives.

#### 4.5: Internal Communication Strategies adopted by pharmaceutical Firms

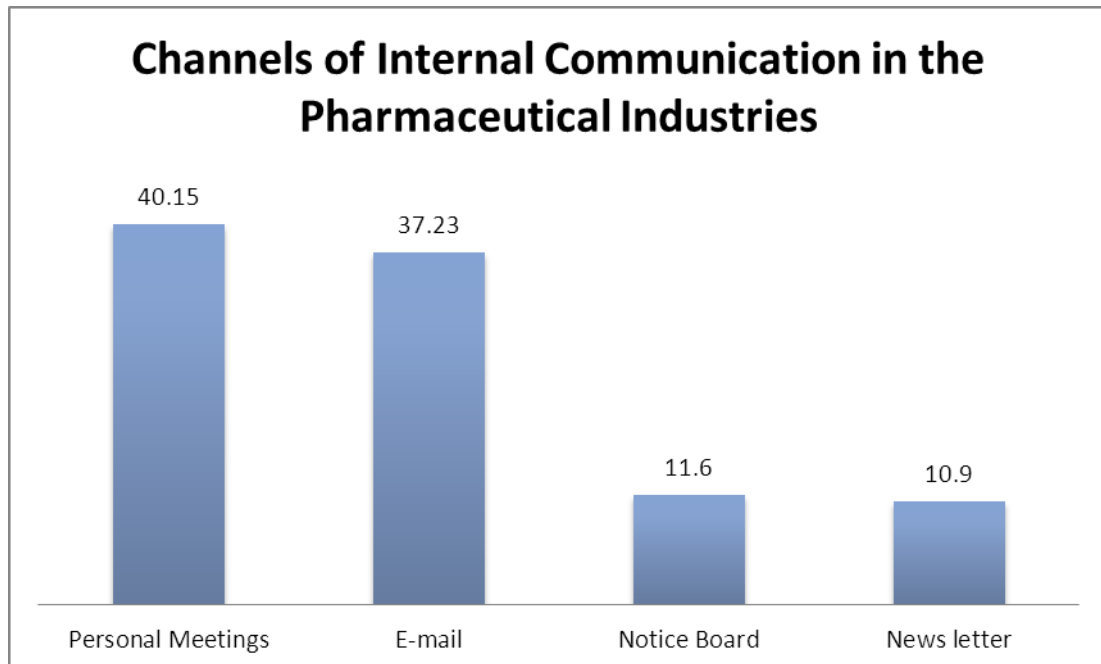
**Figure 4.12: Internal Communication Strategies adopted by Pharmaceutical Industries**



**Source: Researchers' field Data**

Figure 4.12 showed the various internal communication strategies adopted in facilitating the progress and operations in the pharmaceutical industries. From the respondents sampled about 60.58% were in favour of the fact that face-to-face strategy is the main internal communication strategy to be adopted by the industries, followed by print communication with 18.25%, technological communication with 13.14% and communication process with 8.03%. Face-to-face strategy was adopted in facilitating progress and operations probably due to its personal nature. This is in line with the studies of Kuleman (2008) and Dunmore (2002) which suggested that face-to-face communication was more popular because of prompt feedback and its interactive nature. The finding is also in line with the studies of Bruckman (2002) who argued that despite the increasing prominence of emailing and internet communications, face to face communication remains important due to its rapport building and instant feedback.

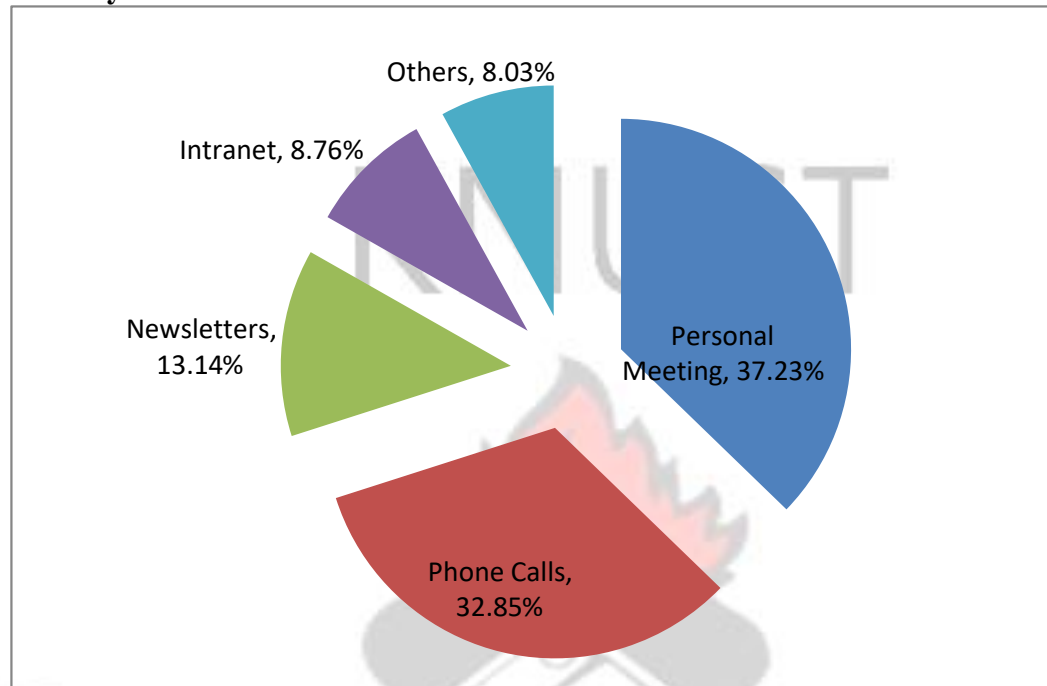
**Figure 4.13: Channels of Internal Communication in the Pharmaceutical Industries**



**Source: Researchers' field Data**

Figure 4.13 showed the various internal communication channels in facilitating the progress and operations in the pharmaceutical industries. From the respondents sampled about 40.15% were in favour of the fact that personal meetings is the main communication channel facilitating the spread of information with the help of the communication tools, followed by emails as a means of spreading information with 37.23%, noticeboard 11.68% and newsletters with 10.95%. An implication of this finding is that the two most used channels of communication are personal meetings and e-mail. The use of e-mail is high because of the use of ICT devices in most organizations which ultimately fosters information to be conveyed in real time with no delays. However, personal interactions are still necessary when it comes to communication and this is seen in the figure above. This finding is in line with the studies of Cornelissen (2001) who argued for the increasing prominence of emailing and internet communications.

**Figure 4.14: Internal Communication Strategies adopted by the Pharmaceutical Industry**



**Source: Researchers' field Data**

Figure 4.14 showed the effective internal communication strategies adopted by the pharmaceutical industries in Ghana. From the respondents sampled about 37.23% were in favour of the fact that personal meeting communication strategies adopted by the pharmaceutical industries is the most effective strategy as compared to the other strategies, follow by Phone calls with 32.85%, Newsletters with 13.14%, intranet medium with 8.76% and 8.03% were ascribed to other strategies not captured in the data. This shows that personal meetings are the most effective strategies of communication because of the face-to-face interactions involved. This finding is in line with the studies of Bruckman (2002) who argued that despite the increasing prominence of emailing and intranet communications, face to face communication remains important due to its rapport building and instant feedback. The previous figure showed that the intranet is used as a strategy as well as a channel by most organizations.

However, the current figure shows that it is not as effective as personal meetings because of its impersonal nature and system or network errors that may lead to information not reaching the intended user.

#### 4.6 Regression Results of the Effect of Internal Communication on Performance (Growth in Output).

**Table 4.1: Effect of Internal Communication on Performance (Growth in Output)**

| Model |              | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|--------------|-----------------------------|------------|---------------------------|--------|------|
|       |              | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)   | .400                        | .047       |                           | 8.423  | .000 |
|       | Newsletter   | -.191                       | .048       | -.578                     | -3.974 | .000 |
|       | Reports      |                             |            |                           | 5.569  |      |
|       | Noticeboard  | .193                        | .035       | .508                      | .020   | .000 |
|       | Intranet     | .000                        | .010       | .001                      | 1.945  | .984 |
|       | Meeting      |                             |            |                           | .768   |      |
|       | Social media | .081                        | .042       | .223                      | 6.831  | .054 |
|       |              | .047                        | .061       | .080                      |        | .444 |
|       |              | .468                        | .068       | .654                      |        | .000 |

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .868 <sup>a</sup> | .754     | .743              | .15898                     | .539          |

- a. Predictors: (constant), Social media, Report, Noticeboard, Intranet, Meeting, Newsletters.
- b. Dependent Variable: Growth in output

From Table 4.1 above, it is seen that not all the communication tools identified are significant predictor of growth in output at the level of 0.05. The R square of 0.754 indicates that the six predictors are able to explain 75.4% of the value of growth in output. All the “B” values and “Beta” values are positive except newsletter indicating a direct relationship between internal communication tools and growth in output. On the basis of significance newsletters, report and social media recorded 0.000 which is less than 0.05.

#### 4.7 Regression Results of the Effect of Internal Communication on Performance (Quality in Output).

**Table 4.2: Regression Results of the Effect of Internal Communication on Performance (Quality in Output).**

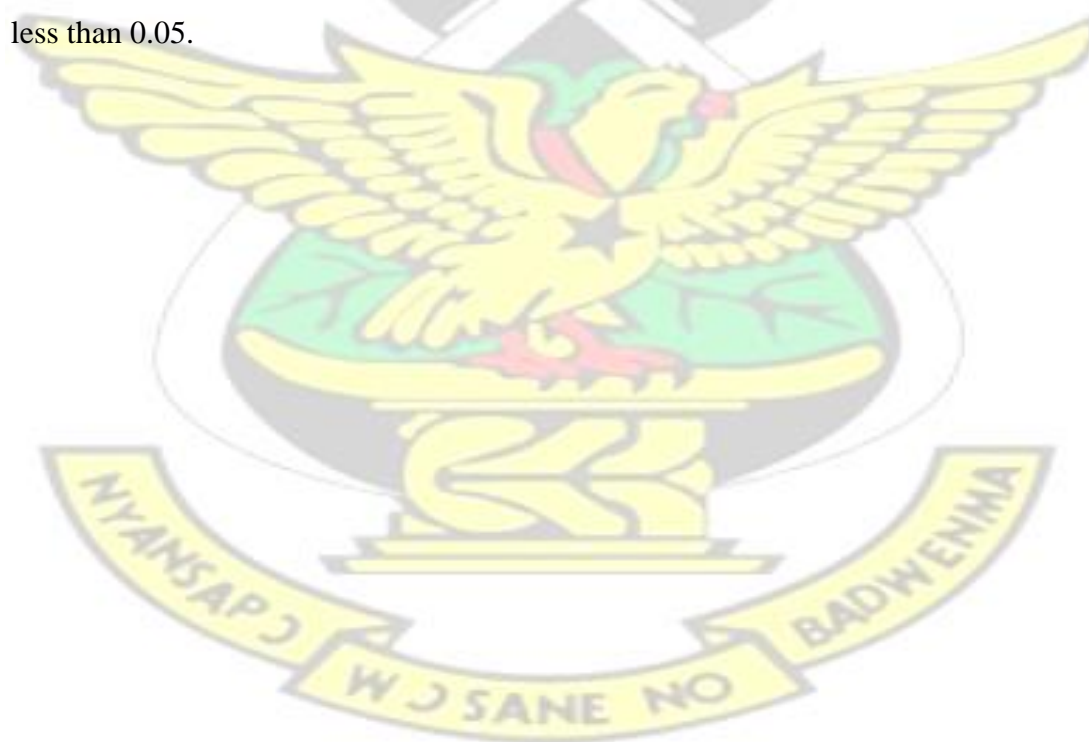
| Model |              | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|--------------|-----------------------------|------------|---------------------------|--------|------|
|       |              | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)   | -.169                       | .078       |                           | -2.158 | .033 |
|       | Newsletter   | -.321                       | .079       | -.457                     | -4.064 | .000 |
|       | Reports      | .324                        | .057       | .401                      | 5.694  | .000 |
|       | Noticeboard  | .000                        | .016       | .001                      | .021   | .984 |
|       | Intranet     | .452                        | .069       | .584                      | 6.589  | .000 |
|       | Meeting      | .764                        | .101       | .606                      | 7.559  | .000 |
|       | Social media | -.054                       | .113       | -.035                     | -.479  | .633 |

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .766 <sup>a</sup> | .587     | .568              | .09652                     | .879          |

a. Predictors: (Constant), Social media, Reports, Noticeboard, Intranet, Meeting, Newsletter

b. Dependent Variable: Quality in output

From Table 4.2, it is seen that not all the communication tools identified are significant predictor of quality in output at the level of 0.05. The R square of 0.587 indicates that the six predictors are able to explain 58.7% of the value of quality in output. Most of the “B” values and “Beta” values are positive indicating a direct relationship between internal communication tools and quality in output apart from newsletter and social media. On the basis of significance newsletters, intranet and meetings recorded 0.000 which is less than 0.05.



## CHAPTER FIVE

### SUMMARY OF MAJOR FINDINGS AND POLICY RECOMMENDATION

#### 5.1 Introduction

This chapter summarizes the results of the empirical study and explains any conclusions that have resulted from the statistical analysis of the data. It states and explains any shortcoming of the study. Policy implications and recommendations obtained from the study are incorporated and a suggestion for further studies on the subject investigated is also outlined.

#### 5.2 Summary of Major Findings

These findings are based on the analysis of data obtained from the Pokupharma and Amponsah Efah pharmaceutical firms with specific reference from Ejisu-Juaben Municipality in the Ashanti region, Ghana.

##### 5.2.1: Internal Communication Practices, tools, Barriers and Smooth Operation

The survey conducted in the pharmaceutical industries revealed that the following communication tools were adopted by Pokupharma and Amponsah Efah pharmaceutical firms in Ghana. This includes Newsletter, reports, noticeboard, intranet, meetings, social network with the use notice board as their main internal communication tool, for all things being equal. This finding confirmed the argument made by Garratt (2000) which states that, currently there are numerous tools to explore in performing internal communication, such as notice board, quarterly reports, annual reports, corporate newsletters and in this era of technology, the use of social net works such as Whatsapp, Twitter and Viber are also indicated by Dasgupta, (2001).

The study also revealed that the following factors triggers or influences the smooth operation and adoption of internal communication tool in the pharmaceutical industries which includes output growth, quality of product, efficiency of workers and motivation and commitment to work . But in relation to the data obtained from the field, the most dominated factor that led to the adoption of internal communication tools is ascribed to motivation and commitment to work factor, with the reason that, internal communication help the lower echelons group to be closer to the top notch managers and therefore encourages the lower rank groups. This finding confirmed the study by Garratt (2000) and Shaw (2005) which argued that at the work place, if an individual knew the tools necessary for successful communication, and then it would produce to great influence on others whilst boosting efficiency of the institution.

### **5.2.2: Organizational Performance in terms of Output**

Since the study found out that, there is no bottleneck among the pharmaceutical industry, internal communication has played a crucial role in facilitating the progress and the performance of the organization. From the respondents view, internal communication has adequately assisted the growth in output, quality in product/output in Ghana in the midst of several challenges and has aided in the achievement of the industry desired outcomes (i.e. which includes growth in output, quality in product, and efficiency in production etc.). This finding confirmed the study by Garratt (2000) and Shaw (2005) which argued that at the work place, if an individual knew the tools necessary for successful communication, and then it would lead to growth in output and quality as well as stimulating efficiency in the institution.

**5.2.3 Effects of Internal Communication on Organizational Performance** The study found out that, internal communication has really helped in the achievement of

desired organizational performance thus, growth in output (efficiency in production) and quality in output (efficacy rate of drugs).

The study further reveals some factors which hinder the smooth operation and adoption of internal communication tool in the pharmaceutical industries and these include: lack of planning, Information overloads, badly designed messages, Cultural differences and industry enactments of laws. But in relation to the data obtained from the field, the most highly dominated barrier that hinders the progress of internal communication is ascribed to lack of planning by the organization which does not stimulate the adoption and progress of internal communication and form about 45.99% of the entire barriers to internal communication, follow by Information overloads and badly designed messages with 16.06% respectively, Cultural differences with 13.14% and 8.76% for industry enactments of laws. This finding also confirmed the study made by Argenti (2007) which therefore revealed that, communication within an organization is not devoid of some barriers such as lack of planning, information overloads, badly designed messages, international barriers and interpersonal factors.

The study also revealed that the following factors such as promotion, motivation and commitment among workers, progresses in the industry work processes, efficient information flow and growth stimulation of other factors such as growth in output, quality in products, marketing of products etc. are the main reasons why industry should intensified their internal communication among pharmaceutical industries.

But from the respondents sampled, about the notion of ensuring effective internal communication in order to promote organizational performance seems to be the brain behind the effectiveness of internal communication. However, on the study done by Welch & Jackson (2007), the purpose of internal communication includes transmitting

institutional objectives, actions, novel issues, accomplishments and individual contributions and also information relating to the vision of the firm.

#### **5.2.4 Internal Communication Strategies and Channels**

The study reveals that the various internal communication strategies adopted by the pharmaceutical industries includes face-to-face strategy, print communication, technological communication and other communication process in facilitating the progress and operations in the pharmaceutical industries. Among the strategies available the most frequently used internal strategies is the face-to-face strategy. This finding is also in consistent with the study done by Guirdham (2005), Argenti (2007) and Cornelissen (2001) that internal communication strategies adopted by the pharmaceutical industries includes face-to-face strategy, print communication, technological communication and communication process in facilitating the progress and operations in the pharmaceutical industries.

Again, the study reveals that face-to-face meetings, personal meetings, newsletters, intranet as various internal communication channels in facilitating the progress and operations in the pharmaceutical industries. However, from the views of the respondents sampled were in favour of the fact that personal meetings are the main communication channel facilitating the spread of information with the help of the communication tools and seem to be the most effective channel as compared to the other channels practiced in the industry. This finding confirmed the arguments made by Guirdham (2005), Argenti (2007) and Cornelissen (2001) that internal communication channels usually focus on the following groups; management meetings with staff, team briefings, intranet, employee publications.

### **5.3 Conclusion**

Conclusively, this survey conducted revealed that, internal communication has really helped the pharmaceutical industries in Ghana especially among Pokupharma and Amponsah Effah pharmaceuticals. Therefore in view of the prospect that internal communication has in the midst of its challenges for every industry to experience growth and quality in output, effective internal communication really should be the foundation of which the cornerstone can be laid because it has helped the industry to experience growth according to the survey conducted.

### **5.4 Policy Recommendation**

This study strongly recommends that all pharmaceutical companies in Ghana who wants to experience growth must make sure that the various internal communication practices/tools outlined in the study are instituted and made available to the workers on time; this will reduce administrative bottleneck to enhance growth in the firm.

Besides, pharmaceuticals in the business market must not go to “sleep” after making available the internal communication channels and tools to their workers in stimulating the growth in the products etc. , but the management or the board of directors must make sure that, the various internal communication tools and channels are properly functioning and made effective.

Moreover, it is prudent for all pharmaceutical firms in Ghana intending to satisfy their customers efficiently, promote motivation and commitments among the workers to minimize human errors in order to bring about growth in their products. As a result, the study strongly recommended that proper planning should be made to minimize the barriers to the adoption of internal communication.

Furthermore, the study recommends for a strict monitoring and evaluation by the ministry of Health over the pharmaceutical industry in Ghana towards their workmanagement communication strength and sustainability to promote growth in the pharmaceutical industries since internal communication facilitate the growth in organizational performance.

Finally, the study strongly recommends that, all pharmaceutical industries have a working goal or target to achieve in annually/quarter/monthly in order to make use of the internal communications tools and channels to communicate to the progress on the company to the workers in order to ensure growth and improve efficiency in their duties.

### **5.5 Suggestion for Further Research**

The study suggests that detailed survey should be conducted into the various communication challenges facing the organization in their quest to provide efficient service delivery in the corporate market; this study will provide concrete solutions to the challenges hindering the smooth operation of the pharmaceutical companies. This particular study did not dive into the regulatory activities of the health ministry to these pharmaceutical firms in order to ensure proper functioning of the industry. It is strongly suggested that further research should be conducted into the activities of these pharmaceutical firms to find out their level of adherence to state regulations.

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# KNUST



## **APPENDIX**

### **APPENDIX I: QUESTIONNAIRE**

#### **THE EFFECTS OF INTERNAL COMMUNICATION ON ORGANISATIONAL PERFORMANCE AT THE PHARMACEUTICAL INDUSTRY**

#### **Case Study:**

**(Pokupharma and Amponsah Efah Pharmaceutical Firms in Ejisu- Juaben  
Municipality.)**

This research is being conducted in partial fulfilment of the requirements for the award of Master in Business Administration degree. All information received would be used

only for academic purposes and treated with strict confidentiality. Please tick where appropriate.

### **DEMOGRAPHIC INFORMATION**

1. Age:.....
2. Educational Background: Basic [ ] SSS [ ] Tertiary [ ]
3. Sex: Male [ ] Female [ ]
4. What is the industry size of operation? Large [ ] Small [ ]
5. Where exactly is the industry located?  
A. Commercial area [ ] B. Residential area [ ] C. Far from market [ ]
6. Number of years of Operation .....

### **CORPORATE / ORGANIZATIONAL INFORMATION**

#### **SECTION I**

#### **INTERNAL COMMUNICATION PRACTICES**

7. Which of the following available internal communication tools is used in your company?  
A. Notice board [ ] B. Reports (monthly, quarterly, annual) [ ]  
C. Corporate newsletters [ ] D. Smart phones [ ]  
E. Use of social net works (Whatsapp, Twitter and Viber) [ ] F. Meetings [ ]
8. What are the main channels used to communicate within your organisation?  
A. Personal Meetings [ ] B. Newsletters [ ]

D. Notice board [ ] E. Email [ ]

9. Which of the under-listed channels of internal communication is used in your industry? A. Decision from up to down [ ] B. Decision from down to up [ ]

10. According to you, which of these communication tools are the most effective tools in the firm's internal communication?

11. Notice board [ ] B. Reports (monthly, quarterly, annual) [ ]

C. Corporate newsletters [ ] D. Smart phones [ ]

E. Use of social net works (Whatsapp, Twitter and Viber) [ ] F. Meetings [ ]

## SECTION II

### ORGANIZATIONAL PERFORMANCE AND OUTPUT LEVELS

12. Which of the following factors determine organizational performance of pharmaceutical industry in terms of their output?

A. Good internal communication [ ] B. Technological changes [ ]

13. How do you consider the effects of internal communication in this industry?

A. Highly efficient [ ] B. Efficient [ ] C. Normal [ ] D. Ineffective [ ]

14. Has internal communication aided in the growth in output? Yes [ ] No [ ]

15. Has internal communication aided in the improvement in quality of drugs?

Yes [ ] No [ ]

16. Internal administrative bottlenecks have reduced the output levels of the firm

A. Highly agree [ ] B. agree [ ] C. indifferent [ ] D. disagree [ ] E. highly disagree [ ]

## SECTION III

### INTERNAL COMMUNICATION AND ORGANIZATIONAL

## PERFORMANCE

17. What are the effects of internal communication on organizational performance?

- A. Output growth [ ]    B. Quality product [ ]    C. Efficiency in output [ ]

18. How would you consider the role of internal communication in relation to organizational performance? A. Very adequate [ ]    B. Normal [ ]

- C. Inadequate [ ]    D. Very Inadequate [ ]

19. Do you agree to the statement that internal communication determines organizational performance outcome? Yes [ ]    No [ ]

20. Top executives often seem hesitant to communicate information about the organisation to lower level employees.

- A. Strongly Disagree [ ]    B. Disagree [ ]    C. Agree [ ]    D. Strongly Agree [ ]

## SECTION IV

### INTERNAL STRATEGIES AND ORGNIZATIONAL PERFORMANCE

21. Which of the following internal communication strategies in your opinion is often employed in your company?

- A. Face-to-face communication [ ]    B. Print communication [ ]  
C. Technological communication [ ]    D. Communication process [ ]

22. Does the industry have in place internal communication system in terms of the distribution of information in the industry? Yes [ ]    No [ ]

23. Which of the following seems to be a barrier to the internal communication in your industry? A. Lack of planning [ ]    B. Information overloads [ ]

- C. Badly designed messages [ ]    D. Industry Enactments (law) [ ]

- E. Cultural differences [ ]

24. Is the industry able to communicate well internally in achieving their desired outcome? Yes [ ] No [ ]

25. Which of the following in your own opinion are the reasons for ensuring effective internal communication?

A. To promote organizational performance [ ] B. To facilitate work processes [ ]

C. To enhance information about the joint goals and course of the organization [ ]

D. To motivate and create commitment amongst employees [ ]

## APPENDIX II: DESCRIPTIVE TABLES

### Factors influencing internal communication in the pharmaceutical industry

|                       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------------|-----------|---------|---------------|--------------------|
| Valid output growth   | 27        | 19.7    | 19.7          | 19.7               |
| quality of product    |           |         |               |                    |
| efficiency of workers | 27        | 19.7    | 19.7          | 39.4               |
| motivation and        |           |         |               |                    |
| commitment            | 22        | 16.1    | 16.1          | 55.5               |
| Total                 | 61        | 44.5    | 44.5          | 100.0              |

|  |     |       |       |  |
|--|-----|-------|-------|--|
|  | 137 | 100.0 | 100.0 |  |
|--|-----|-------|-------|--|

Source: Researchers' field Data

**Internal communication tool often used in the pharmaceutical companies**

|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|--|-----------|---------|---------------|--------------------|
| Valid notice boards                    | 67        | 48.9    | 48.9          | 48.9               |
| reports(quarterly, monthly , annually) | 32        | 23.4    | 23.4          | 72.3               |
| corporate news letters                 |           |         |               |                    |
| smart phones                           | 25        | 18.2    | 18.2          | 90.5               |
| Total                                  | 13        | 9.5     | 9.5           | 100.0              |
|  | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**What are the main channels of communication in your organization**

|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|--|-----------|---------|---------------|--------------------|
|  |           |         |               |                    |

|                             |     |       |       |       |
|-----------------------------|-----|-------|-------|-------|
| Valid face-to-face meetings | 16  | 11.7  | 11.7  | 11.7  |
| Newsletters                 | 15  | 10.9  | 10.9  | 22.6  |
| personal meetings           | 55  | 40.1  | 40.1  | 62.8  |
| Internet                    | 51  | 37.2  | 37.2  | 100.0 |
| Total                       | 137 | 100.0 | 100.0 |       |

Source: Researchers' field Data

**Which of these channels do you think is/are the most effective**

|                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid personal meetings | 55        | 40.1    | 40.1          | 40.1               |
| E-mail                  | 48        | 37.23   | 37.23         | 77.33              |
| Notice Board            | 21        | 11.6    | 11.6          | 88.93              |
| Newsletter              | 13        | 10.9    | 10.9          | 99.83              |
| Total                   |           |         |               |                    |

|  |     |       |       |
|--|-----|-------|-------|
|  | 137 | 100.0 | 100.0 |
|--|-----|-------|-------|

Source: Researchers' field Data

### Determinants of performance in terms of output in pharmaceutical industry

|   | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|-----------|---------|---------------|--------------------|
| Valid good internal communication quality of human resource | 56        | 40.9    | 40.9          | 40.9               |
| quality of raw materials                                    | 20        | 14.6    | 14.6          | 55.5               |
| technology used   |           |         |               |                    |
| Others  | 17        | 12.4    | 12.4          | 67.9               |
| Total   | 35        | 25.5    | 25.5          | 93.4               |
|   | 9         | 6.6     | 6.6           | 100.0              |
|   | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**How do you rate internal communication in your company**

|                        | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|-----------|---------|---------------|--------------------|
| Valid highly efficient | 21        | 15.3    | 15.3          | 15.3               |
| Efficient              | 61        | 44.5    | 44.5          | 59.9               |
| Normal                 | 27        | 19.7    | 19.7          | 79.6               |
| Inefficient            | 28        | 20.4    | 20.4          | 100.0              |
| Total                  | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**Internal administrative bottlenecks reduce the output level of the firm?**

|                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid highly agree | 44        | 32.1    | 32.1          | 32.1               |
| agree indifferent  | 85        | 62.0    | 62.0          | 94.2               |

|          |     |       |       |       |
|----------|-----|-------|-------|-------|
| disagree | 2   | 1.5   | 1.5   | 95.6  |
| Total    | 6   | 4.4   | 4.4   | 100.0 |
|          | 137 | 100.0 | 100.0 |       |

Source: Researchers' field Data

**Role of internal communication with respect to organizational performance**

|                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------|-----------|---------|---------------|--------------------|
| Valid very adequate | 70        | 51.1    | 51.1          | 51.1               |
| Normal              |           |         |               |                    |
| Inadequate          | 30        | 21.9    | 21.9          | 73.0               |
| very                |           |         |               |                    |
| inadequate          | 28        | 20.4    | 20.4          | 93.4               |
| Total               | 9         | 6.6     | 6.6           | 100.0              |
|                     | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**Internal communication determines organizational**

**performance outcomes**

|           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid yes | 106       | 77.4    | 77.4          | 77.4               |
| No        | 31        | 22.6    | 22.6          | 100.0              |
| Total     | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**Top executive are hesitant to communicate to lower employees?**

|                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid strongly disagree | 36        | 26.3    | 26.3          | 26.3               |
| Disagree Agree          | 77        | 56.2    | 56.2          | 82.5               |
| strongly disagree       | 15        | 10.9    | 10.9          | 93.4               |
| Total                   | 9         | 6.6     | 6.6           | 100.0              |
|                         | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**Which internal communication strategies is often employed in your company**

|                       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------------|-----------|---------|---------------|--------------------|
| Valid face-to-face    | 83        | 60.6    | 60.6          | 60.6               |
| print communication   |           |         |               |                    |
| technological         | 25        | 18.2    | 18.2          | 78.8               |
| communication         | 18        | 13.1    | 13.1          | 92.0               |
| communication process |           |         |               |                    |
| Total                 |           |         |               |                    |
|                       | 11        | 8.0     | 8.0           | 100.0              |
|                       | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**Does the firm have internal communication distribution system?**

|           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid yes | 104       | 75.9    | 75.9          | 75.9               |
| no        | 33        | 24.1    | 24.1          | 100.0              |
| Total     | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**Which of the following is a barrier to internal communication in the firms**

|                        | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|-----------|---------|---------------|--------------------|
| Valid lack of planning | 63        | 46.0    | 46.0          | 46.0               |
| information            |           |         |               |                    |
| overloads badly        | 22        | 16.1    | 16.1          | 62.0               |
| designed messages      |           |         |               |                    |
| industry               | 22        | 16.1    | 16.1          | 78.1               |
| enactment(laws)        |           |         |               |                    |
| cultural differences   | 12        | 8.8     | 8.8           | 86.9               |
| Total                  |           |         |               |                    |

|  |     |       |       |       |
|--|-----|-------|-------|-------|
|  | 18  | 13.1  | 13.1  | 100.0 |
|  | 137 | 100.0 | 100.0 |       |

Source: Researchers' field Data

**The industry communication achieves the desired outcomes**

|           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid yes | 60        | 43.8    | 43.8          | 43.8               |
| no        | 77        | 56.2    | 56.2          | 100.0              |
| Total     | 137       | 100.0   | 100.0         |                    |

Source: Researchers' field Data

**Reasons for ensuring effective internal communication**

|                              | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------------|-----------|---------|---------------|--------------------|
| Valid promote organizational | 72        | 52.6    | 52.6          | 52.6               |

|                        |     |       |       |       |
|------------------------|-----|-------|-------|-------|
| performance facilitate | 23  | 16.8  | 16.8  | 69.3  |
| work process enhance   |     |       |       |       |
| information flow       | 14  | 10.2  | 10.2  | 79.6  |
| motivate and create    |     |       |       |       |
| commitment with        | 19  | 13.9  | 13.9  | 93.4  |
| employers              |     |       |       |       |
| Others                 |     |       |       |       |
| Total                  |     |       |       |       |
|                        | 9   | 6.6   | 6.6   | 100.0 |
|                        | 137 | 100.0 | 100.0 |       |

Source: Researchers' field Data

APPENDIX III: PRODUCTS IMAGE OF POKUPHARMA AND AMPONSAH

EFFAH PHARMACEUTICALS



## POKUPHARMA PRODUCTS



<http://www.pokupharmagh.com/products/CAFALGIN.png>

## AMPONSAH EFFAH PRODUCTS



### EFPAC Tablets

Paracetamol and Aspirin have analgesic and antipyretic properties. Caffeine is a mild stimulant of the Central Nervous System, and produces a condition of alertness and increased mental activity. The combination of paracetamol, aspirin and caffeine in EFPAC offers enhanced pain relief without sedation.



### Romex Adult Cough Syrup

reduces the viscosity of sputum and increases the volume of secretions in the respiratory tract, making it easier to expel mucous. The syrup is also formulated to relieve dryness and irritation, soothing the throat.

### Romex Junior Cough Syrup

reduces the viscosity of sputum and increases the volume of secretions in the respiratory tract, making it easier to expel mucous. The syrup is also formulated to relieve dryness and irritation, soothing the throat.



Source: <http://www.amponsah-efah.com/wp-content/uploads/2011/09/six.jpg>