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# Internal Communications and Organization Performance in Zanzibar Public Institutions

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## Author's contribution

The sole author designed, analysed, interpreted and prepared the manuscript.

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## ABSTRACT

Today's competitive business environment has witnessed the significance of effective internal communication and its flow as crucial variables impacting collaboration among workers and allowing the organization to function successfully. This paper seeks to assess the contribution of internal communication to the organization's level of performance by specifically identifying tools used by the employees in the organization to communicate internally. In addition, the study aims at determining the perceptible effects of internal communication to on organizational performance. A qualitative survey questionnaire with a size of 150 questionnaires was conducted together with interviews and observations and the data obtained were analyzed using the Software Package for Social Sciences. The results have validated the connection between the internal communication tools used and the performance of the organization. Organizations found to be using multiple tools of internal communication that produce a positive contribution for better performance and with the presence of scatted employees work station as in the municipal case, face to face communication through conference and mobile telephone were mostly preferable than an internal memo and email address due to poor Information and Communication and Technology (ICT). The employees sighted the benefits of internal communication in their organization performance since their activities were planned and implemented by internal communication and hence employees were able to remind each other of the working agreement as the principle to achieve organization plan and objectives. Internal communication in the public institution has several positive contributions to better organizational performance and the organization may quickly employ its activities with accurate performance when internal communication is well utilized. However, some public

organizations like the council faced same challenges such as late timing, information leakage among staff, poor effective internal communication strategy, communication breakdown and poor channel of communication.

*Keywords: Internal; communication; performance; public institutions.*

## 1. BACKGROUND AND INTRODUCTION

Communication is as old as the universe. People used to communicate to each other to facilitate their daily activities. In the same way, employees in the organizations manage to convey their working information from various departments. Top management usually communicates to bottom through employee communication channels like seminars, workshops, and intranet. Thus, communication facilitates the transformational change and performance of the human resource which tends to improve organizational performance [1].

Communication receives particular attention and specific recognition in modern business organizations and performance. Information, where employee experience in the organization are in the form of message, conveyed through, newsletter, circular, emails, survey, suggestion boxes and face to face communication such as seminar and workshop, meeting or any occasion where employee gathering. On the other hand, organization performance is viewed as the individual inputs and efforts that end the organization's goal and improve the service of the desired organization. Some scholar defines communication as the process where information is disseminated from one division as a part of the organization to another or from one person to another through sharing information on any matter. Accordingly, internal communication is defined as the exchange of information both casual and official between members of the organization [2].

Internal communication can therefore be circulated within the organization by vertical or horizontal means. Zaremba, in 2011, defines vertical communication as the information within the organization which is circulated from the top to down managerial hierarchy among different levels in the organizational structure.

This way of communicating with employees downward is mainly used to provide directives, regulations, and sharing information on programs, procedures and policies to lower level of employees. Vertical communication namely is

used in the form of orders from top management where subordinates need to comply with such orders. However, horizontal communication transmits information among people, divisions, and departments within the organizational structure. According to Gollwitzer [3] horizontal or lateral communication is the communication between subordinates, departments, divisions, or units which are the level of the organizational chain of command.

Internal communication plays an important role towards organizational performance, employee need to communicate to each other when they are in the work place. Internal communication has a direct impact on employee performance because it increases job awareness and commitment [4]. Internal communication can affect ability of strategic managers to engage employees to achieve organizational objectives. Likewise, internal communication ensures employee commitment in achieving groundbreaking business results by helping to improve collaboration, productivity and performance. Better result or outcomes of organization productivity also are assumed to be the result of smooth and effective communication in the organization [5]. Whereas [6], have the same view; they noted that, an organization can increase productivity and better service outcomes when its employees communicate effectively. In other words, better result or outcome of organization productivity is assumed to be the result of flat and effective communication in the organization.

The global developments in political social and economic today are influenced by technology. The development of such global technology gives awareness to the management of organization to struggle even hard to comply with such rules of globalization. Transitional change of world service delivery through online communication strategy potential represents a tool aiming at increasing organization performance.

Research has also purported that, a key driver of engagement of employee is internal communication. Organizations that their

employee effectively communicates each other experience higher levels of existing communication arrangement and experience high level of change to employees' performance. Many studies showed that clear communication channels within the organization and between the organization and its customers have a positive effect on company performance. While consulting firms have identified communication as a means for improving commitment, no scientific research has concentrated solely on the relationship between the two.

According to Ayatse, [7] communication inspires and plays a significant role to human and social activity to improve organization productivity, job satisfaction and employee organization performance. [8], when an organization set a clearly communication strategy with standard-setting and management facilitates and manages to achieve employee satisfactory performance. In organizations, communication strategy is not just a matter of sending information rather it more deeply consists of understandable information, real information, and conscious to the receiver. Likely, it describes the transferring of the message from one employee or division within the organization to another and disseminated vertical or horizontal to employees.

In the world at present, many organizations in modern business use communication as the strategy to management performance handling activities to facilitate service delivery. Garden [9], considers, that for an organization to meet its intended objectives, internal communication serve as significant aspect and should not be neglected. Developed and developing countries run their organization through communication strategy within and outside of the organization to present their services. Likely, employee performance is subjective to communication strategy within the organization and therefore considered as to how well an employee managed to handle their duties to the organization, [8].

In the organization, communication reflects the channel to flow of information, resources and even policies. In this context, internal communication is for the use internal commitment of the employees in the organization; there is no room to leak internal information to unauthorized person without management authority. So, communication and organizational performance depend each other. Poor internal communication within the

organization can smoothly decrease the morale performance of employee as the results reduce the standard performance of the organization. Organizations perform better and sustain their service delivery to receive best result through strategically communication networks. Internal communication therefore has given the explicit anxiety to make business profits.

There has been ineffective internal communication strategies in most Zanzibar Public Institutions and information frequently complained being late conveyed among employees. This leads to possible leakage to unauthorized person due to improper communication strategy and existence of poor hierarchy of communication which reduce employee's commitment to work. Internal communication has not been seen as a strategic focus for effective organizational performance. This problem has been also observable in the Public Service Commission of the Revolutionary Government of Zanzibar and through researcher's conversation with five CEOs of Zanzibar public sectors.

Efforts has been taken to reduce the problem of information and communication misuse such as the Public Service Guidelines which restrict the provision of information to unauthorized person, the streamline of Public Service Regulations of Zanzibar supporting the Public Service Acts which sort several penalty to employee who use the information from the office to personal profits (*Source: Public Service Regulation, 2014:48(1)*).

The misuse of internal communication creates several problems such as individual trust, commitment, poor performance, less accountability as well as employees conflict among themselves. (*Source: Meeting of Municipal Human Resource Officers with President Office, Regional Administrative, local Government and special department*).

Due to the existence of these problems and initiatives, public organizations still face inadequate supervision control and management internal communication which led to a number of problems including the leakage of organization information to unauthorized persons and collision of communication to both head of Office and head of departments. Thus, this study therefore intends to assess the contribution of internal communications for organizational performance in Zanzibar Public Institutions. In the light of this purpose, this study will identify the internal

communication methods used by the staffs and management in determine whether internal communication procedures affects the organization and its level of performance in Local Government Council.

## 2. LITERATURE PERSPECTIVE

### 2.1 Communication

Different authors came up with different definitions of communications. Gupta, in [10], defines communication as the exchanging of facts, ideas, opinions or emotion to create mutual understanding between two or more people. On other way, communication can also be defined as the process of sharing of information and mutual understanding between two or more people on work-related issues. In this respect, communication considered to be a process where employees sharing or receive message from two or more people within the organization.

#### 2.1.1 Internal communication

Organization needs to the channel of communication regarding the availability of such channel to employees without overlooking the methodology of the selected network that has user friendly to employees. Organizations which have clear management of internal communication notably can get prestige, value and be optimistic towards organizational objectives. Such organization, has the greater ability of the knowledge sharing of its human resource [11].

According to Dolphin [12], Internal Communication is the communication transaction between staffs or employees, groups of employees at various levels and different areas of specialization that needs to design and re design organization values and activities so as to implement designed values and co-ordinate routines work and tasks in the organization. Thus, organization creates an employee's relationship and job collective responsibility with the presence of organization network communication strategy.

Internal Communication is a challenging areas of organization development in the current business and public organization, internal communication according to communication practitioners can significantly affects the ability of organizational performance. Organizational performance in

modern business today is well-suited to communication strategy.

Taking into consideration these two definitions of internal communication, researcher obvious consider internal communication as a process that enable the two or more people to interact each other in sharing information that seek to outlet mutual understanding within the inside door as in the organization, work place station or even in the areas where those people do their survival activities . The main objective of internal communication is to send and receive message that translated to meaningful information to receiver and give mutual understanding of those concerned parties or people within the organization.

#### 2.1.2 Tools of internal communication

Internal communication tools used in the organization are grouped into two categories. According to Krishan [13], these categories are traditional and modern tools that used to share and information dissemination to the employees in the organization. The traditional techniques includes notice board, telephone, e-mail and meeting of any forms like seminar and workshop; the modern tools however, include e-mail, intranet, wikis, digital signage, in house social networks, chat tools and social media.

The development of Information and Communication Technologies (ICT) in the world extend the utilization of various digital techniques of internal communication in the organization in which employees used to share and communicate message within their working grounds. As [14], pointed out, different people have a different preferences as to how they receive an organization in formation, many options therefore are available across the globe that used for employees communication internally in their respective organization.

Normally, internal communication techniques used to link top management and subordinate employees for every aspect of tasks that to be done in the organization. Byers [15] point out that, internal communication tools are used to give out different roles for organization purposes as linked to the role and function of the internal communication in the organization Performance according to Agawala [16], is defined as to what an employee does or does not do on the job. Sometime performance referred as the continuous process of increasing success of the

person in realizing his goal which he settled before.

## 2.2 Impacts of Internal Communications to Organizational Performance

Communication play effective role in managing the organization goals. The impacts of internal communication among the staffs in the organization is obvious due to the people behavior, staffs as the human beings have the desire and need of communication after their interaction as they implement the organizational requirements. So far it is the pre requisite for organizational development, [17]. In recognizing the impact of internal communication, Hola [18] insists that, internal communication facilitates cooperative culture which is dynamic, continuous and ever-changing to state of affairs. The positive impact is realized upon the significance use of tools for internal communication, manager or organization leader utilize internal communication for better work performance and employees attitude, [19].

Employees according to Gondal and Shahbaz [19] develop a positive mental creativity for the organization and create positive public relations among staffs. Positive relations increase working transparency, accountability and harmony that eventually improve company productivity or service delivery.

However, others scholar like Chong [20] also linked the positive impact of internal communications of employees like team work, organization ownership and prosperity as the outcome of effective use of such tools of communication whereas, the impact may come negative when the communication tools used unethical and employees' interest. As noted by Michael, in 2014, the vast majority of internal problem in organization are directly related to ineffective internal communications. So far, staffs may increase absenteeism, turn over, contravenes and grievance which in the long run decrease the organization performance.

### 2.2.1 Factors Influencing effectiveness of the Internal Communications in organizations

The funder mental aspect of organization performance improvement is linked to the internal communications, how employees communicate to each other for the sake of the working activities [21]. However, Dolphin [11] considered that, effective use of internal

communication tools built employees relations, increase trust and provide timely and reliable information which help to reach an effective decision in the organization.

Factors influencing internal communication according to Michael [22] divided into two types, those related to the micro level and other associated to mezzo level of the organization. Micro level depicts the ability of staffs' competence during the interaction using the communication tools, relevant message and personal style of the organization members which some time determined by the credibility of message sender to receivers. Zondi et al., [23], normally, people who refuse to communicate with others based on personal disagreement may damage the organization.

In other way, organization communication strategy is perceived to be the leading factor to effective internal communication in the organization. However to great extent, skills and knowledge of staffs on effective use of the tools for communication have revived a great concern towards the information flow across all level of the organization. Concurrently, the use of traditional tools needs low skills compared to modern techniques of internal communication, [12,24].

Uncertainly, communication barriers such as values, attitude, semantic or physical and cultural obstacles have notably influence the effective style of internal communication whereas the size of the organization also facilitate some influence of information flow, large organization has great risk for the flow of information and small organization recognized to has minor risk of the information leakage [22]. Likewise according to Shonubi et al. [25] lack of proper planning of the information which manager intends to expose to staffs or employees themselves within the organization may interfere the successful understanding of the message delivered.

According to "Resource-Based Theory", knowledge or skills of the people such as employees, colloquies and other group which shared common values can be created simply with the system of communication. In other way, the theory assumes that, the more people stay close together, they interact and communicate with each other, during their interaction they likely to share knowledge and skills to deliver their activity. The knowledge being shared is a resource and capital for the organization in the

sense that, it can be used to generate employees' skills and boot the organization activities that manage the employee to increase organization performance.

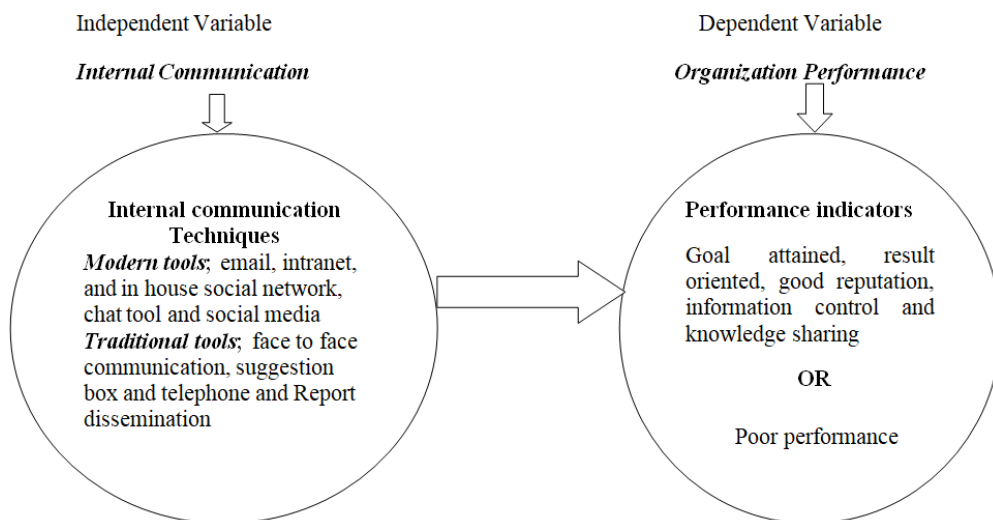
Another theory is known as the "Constructive Theory of Communication" which portrays that, communication is a social process of interaction that give the information of the meaning in the society to describe the reality of social interacting group or organization and organization roles. The theory further view that, members of the organization or company can make meaningful interaction and negotiations to each other and enable the organization to operate and met its intended objective, [26]. So far this theory suggest that, with the potential of communicating values, information, behavior, job responsibility and skills from an employees in the organization, the manager need to understand and recognize that, each employees, top and even lower management level have the same significant and need to be evenly considered in the organization in which they work on. Manager need to understand that, communication as the behavior of the organization should be not monopolized by the elite minority or top management level. All member of the organization have the same status towards communication strategy.

Both theories reviewed have direct contribution to the study as they engaged on how employees working in the company can create a forum of knowledge sharing and information gathering to increase better performance in the organization. Likely through such theories the significance and value of people who work together and exchange

their skills, experience and knowledge through structured internal communication techniques of information distribution across all level of employees of entire organization, is likely to expose transparency and facilitates high organization performance. As Thomas et al., [27] accounted, the utilization of internal communication tools to employees in the working place is a way of extending organization transparency when the information sharing are in the quality forms.

The conceptual framework of the study as shown in Fig. 1 is organized under the assumption that the organization's internal communication plays a significant role towards the organization performance, which means organization goals attainment, result oriented and good reputation. However, in the realistic way of information sharing, the techniques of communication itself contribute the significant attainment of the intended objective and the misuse of that communication tools may drawback the organizational objectives especially, when employees are mistrust and work with pessimistic about the organization reputation and management.

Considering that, in this study internal communication techniques perceived as the independent variables which capturing traditional and modern tools like intranet, email, memo, suggestion boxes digital signage, social media, wikis, social media, and meeting. Those tools are normally used by the management and staff to communicate with each other for organizational purposes.



**Fig. 1. Conceptual framework of the study**  
(Source: Researcher Initiative; 2022)

The dependent variable is considered as the organizational performance which reflects the performance level of the organization which signifies the high or low level of the service delivery and performance. However, this assumption is behind the accurate use of information internally which notify in the study areas as improvement of revenue collection and serve delivery of the municipal council, good reputation and achievement the objectives of the organization as planned within the specified period. Nevertheless, the attainment of the strategic goal of the organization and effective use of internal communication tools depends on the factors like; staff competence, credibility, skills and knowledge misuse of communication, strategy for employees, mistrust, lack of commitment and wrong interpretation may blocked the effective performance and inefficiency.

### 3. METHODOLOGY

This is a study and case study design that intends to explore the assessment of internal communication to employees' performance in West "A" Municipality in Urban West Region Zanzibar is supported by both quantitative and qualitative data collection techniques as to explore the result visibly with supporting of some of the statistical data which organized clearly.

A sample size of 150 was used from the population groups of 1250 respondents as shown in the Table 1. The researcher disseminated 150 questionnaires of employees including male and female employees as the research respondents; these respondents were sufficient for representation of the other remaining populations and give measurable and justifiable results.

The study applied both primary and secondary methods of data collection. The primary techniques were including questionnaire, interviews and observation whereas secondary data were collected through documentary reviews. The collected data were analyzed, processed, expressed through narrative, descriptive where both qualitative and quantitative analysis techniques were applied. The researcher used Microsoft word and Excel in analyzing both primary and secondary data. With the use of Microsoft word and Excel the researcher has able to analyze the information from the findings quickly. The analysis was guided by research objectives and research questions.

### 4. RESULTS AND DISCUSSION

A total of 150 questionnaires were submitted to 150 respondents and all returned on time and fulfilled. The demographic information of respondents was based on age, gender, working experience and educational background. The study sought to know the age of respondents and the data findings disclose that, out of 150 participants, 22(14.7%) of employees their age were between 18-25, while 87(58.0%) of total respondents have the age between 26 to 35 and 41(27.3%) have more than 36 of age as shown in the Table 2.

From the findings, the data show that more than half of respondents have the age of young active labor force, this may be due to the fact that, the new employments post currently increasing and also retirement rate increasing, so far the employees who have the age between (18 -25) and (26-35) years get more chance to be high in the organization.

**Table 1. Categories of respondents**

S/N	Employees	Female	Male	Total
1.	Top Management	0	1	1
2.	Middle Management	2	4	6
3.	Lower Management	4	6	10
4.	Subordinate	90	43	133
<b>Total</b>		<b>96</b>	<b>54</b>	<b>150</b>

Source: Researcher initiative 2022

**Table 2. Age of respondents**

Age	Frequency	Percent	Valid Percent
18-25	22	14.7	14.7
26-35	87	58.0	58.0
36 and above	41	27.3	27.3
Total	150	100.0	100.0

Source: Primary source 2022

For gender, the data, show that 56 (37.3%) of participants were male and 94(62.7%) were female as shown in the Table 3.

The dissimilarity of gender between male and female in this study may be because, female employees were more interested with work like teaching and extension officer as notably due to devolution of power from central to local government primary school teachers and agricultural extension officer were devolved in the municipal.

Regarding Education Qualification of participants, the respondents were supposed to disclose their highest level of education and the results indicate that 63 (42%) have post-graduate level, 49 (32.7%) have degree level, 28 (18.7%) have diploma, 8(5.3%) have certificate and only 2 (1.3% ) have the education below form IV as shown in the Table 4.

The data indicate that more than half total respondents 112 (74.7%) have high standard of educational level. The findings signify that, employees have much aware on education and career development, they joined to long training

and new post established require high level of education in the recent years. The Participants' Employment experience indicate that, 38 (25.3%) have less than 1 year of working experience, 29 (19.3%) have less than 5 year , 27 (18%) have between 6-10 years while 24 (16%) have less than 15 and 32 (21.3%) have the working experience between 16 -20 years as shown in Table 5.

From the Table 5, the data indicate that, high percentage of participants has low working experience. The low working experience was probably attributed to short duration of employment since the new entrance was high in recently which form a base of low experience in their work.

#### 4.1 Communication Methods Used in the Organization

The first question of the study was to identify the type of communication methods used in the organization. The question was focused to recognize the system of internal communication method implied within the organization. Respondents were asked to select among the

**Table 3. Gender of participants**

Gender	Frequency	Percent	Valid Percent
Male	56	37.3	37.3
Female	94	62.7	62.7
Total	150	100.0	100.0

Source: Primary source 2022

**Table 4. Educational qualification of respondents**

Education	Frequency	Percent	Valid Percent
Below fv IV	2	1.3	1.3
Certificate	8	5.3	5.3
Diploma	28	18.7	18.7
Degree	49	32.7	32.7
Post graduate	63	42.0	42.0
Total	150	100.0	100.0

Source: Primary source 2022

**Table 5. Employees working experience**

Years	Frequency	Percent	Valid Percent
Less than 1 Year	38	25.3	25.3
1-5	29	19.3	19.3
6-10	27	18.0	18.0
11-15	24	16.0	16.0
16-20	32	21.3	21.3
Total	150	100.0	100.0

Source: Primary source 2022



**Table 6. Method of communication used in the council**

Item	Frequency	Percent	Valid Percent
Face to face	62	41.3	41.3
Telephone	55	36.7	36.7
Memo	10	6.7	6.7
Email address	23	15.3	15.3
Total	150	100.0	100.0

Source: Primary source 2022

internal communication methods like face-to-face, telephone, memo, and email addresses. The findings indicate that, 62 (41.3%) admitted face to face, 55(36.7%) admitted telephone, 10(6.7%) internal memo, and 23(15.3%) experience email address as the communication method used in the organization as shown in the Table 6.

Form the data findings as show in the Table 6; the organization used all common type of internal communication to communicate with the staffs. However, face to face communication and telephone methods were mostly used channel. This data justifies that with presence of scatted employees work station as in the municipal , face to face communication through conference and mobile telephone were mostly preferable than internal memo and email address due to poor Information and communication and Technology (ICT). The data from questionnaires were also supplemented by the interviews respond from six administrative staffs who were apart from questionnaires sent were gathered for interview. Their response has similar findings as indicated by the interviews captured here below:-

**Interviewers:** Which tools of internal communication do your staffs use frequently?

**Interviewees:**

*“To my experience of working here in the organization staffs most like to use telephone, face to face and sometime email address however, when the information were supposed to be distributed outside of the office for employees working apart from the council, telephone methods has be given priority even though to some extend smart phone used for sharing message in the form of group”*

These findings have relevance to questionnaires whereas, the common ways of internal communication methods appeared to be most likely used in the office and reveals the interpretation which justify the extent to how

Information and Communication Technology were invested in the public sectors. The findings therefore show that, there is low level of ICT for information sharing among the institutions in the public sectors.

**4.1.1 Method of communication used to communicate among employees to their boss**

Researcher also needs to understand the frequent type of internal communication used by employees in the council to communicate with their supervisor in the daily routine work. The participants disclose that 87(58.0%) as use face-to-face, 46(30.7%) adapt telephone, 16(10.7%) internal memo and only 1(7%) admitted email address as their type of communication which used to interact with their boss as shown in the Table 7.

These findings again, as appeared in the previous question justify that, majority of employees within the council prefer to use face-to-face communication and telephone rather than internal memo and email address. This situation perhaps exists because of poor network installed internally within the section of the organization and distance of working station among employees in the council. The same questions were supplemented to senior staffs of the council and he said that,

*“ In this organization information flow internal in different ways Such as information may be received from the top management and given to supervisor like me so as to be distributed to staffs in each sections. This information were distributed in the form of directives whereas, for the important message all staffs within the The organization were gathered in the conference and face to face Communications were held. The staffs who work in the station far from head office were mostly recalled through telephone.*

**Table 7. Method of communication used to communicate among employees to their boss**

Item	Frequency	Percent	Valid Percent
Face to face	87	58.0	58.0
Telephone	46	30.7	30.7
Memo	16	10.7	10.7
Email address	1	.7	.7
Total	150	100.0	100.0

Source: Primary source 2022

These findings give the interpretation that, face to face communication and telephone methods have great use in the organization for the directives, message and information sharing among the employees and their supervisor.

**4.1.2 Communication methods of communication among peers' workers**

Researcher also needs to understand the frequent method of internal communication used by employees in the council to communicate each other. The participants disclose that, 102(68.0%) as use face to face communication, 27(18.%) adapt telephone, 5(3.3%) use internal memo and o 16 (10.7%) admitted email address as their type of communication which used to interact to each other . Again the finding reveals that, majority of employees within the council prefer to use face to face communication and telephone for communication internally when they were in the job rather than internal memo and email address. This situation perhaps exists because face to face communication is simple and give chance to clarify the issue in the simplest way rather than internal memo and

intranet. However, in the modern science and technology local area network is more preferable.

**4.2 Type of Communication Preferred by the Employees**

Study sought to know from the respondents which type of internal communication is favorable to them. Respondents were supposed to rank excellent, very useful, useful, somehow useful and not useful through their experience. Table 9 presents the result.

From the study findings, the result indicate that, 48(32%) of respondents admitted face to face as excellent, 48(32%) very useful, 25(16.7%) useful, 9(6.0%) somehow useful and 20(13.3%) not useful at all. Again, 35(23.3%) of respondents accept that, telephone as the excellent method, 76 (50.7%) agree very useful, 28(18.7%) account useful, 10(6.7%) somehow useful and 19(12.7%) not useful Also, writing memo accepted by 25(16.7%) of respondents as excellent type of internal communication method, 36(24%) of total respondents admitted very useful, 32(21.3%) accept useful, 30(20%) account somehow useful and 27(18%) said not useful Moreover, 30(20%)

**Table 8. Show communication methods of communication among peers' workers**

Items	Frequency	Percent	Valid Percent
Face to face	102	68.0	68.0
Telephone	27	18.0	18.0
Memo	5	3.3	3.3
Email address	16	10.7	10.7
Total	150	100.0	100.0

Source: Primary source 2022

**Table 9. Type of communication preferred by the employees**

SN	Communication Type	Excellent %	Very useful%	Useful%	Somehow useful%	Not useful%
1.	Face to face	48 (32%)	48(32%)	25(16.7%)	9(6.0%)	20(13.3%)
2.	Telephone	35(23.3%)	76(50.7%)	28(18.7%)	10(6.7%)	1(7%)
3.	Writing memo	25(16.7%)	36(24%)	32(21.3%)	30(20%)	27(18%)
4.	Email address	30(20%)	30(20.%)	54(36%)	26(17.3%)	10(6.7%)
5.	Document	29(19.3%)	37(24.7%)	49(32.7%)	31(20.7%)	4(2.7%)

Source: Primary source 2022

of respondents admitted email address as excellent, 30(20%) very useful, 54(36%) useful, 26(17.3%) somehow useful and 10 (6.7%) not useful.

And finally, the findings show that, 29(19.3%) accept document type of internal communication as excellent method, 37(24.7%) very useful, 49(32.75) useful, 31(20.7%) somehow useful and 4(2.7%) not useful . The findings therefore, show that majority of respondents experience face to face communication method and telephone as the preferable type of internal communication to be used in the council. The findings may interpreted as employees found these two type of internal communication preferable since it can be used in a diverse way, sender and receiver of the information may interact even outside working hours to convey their message. In other way, the findings also indicate that, the institution has not been conversant to modern tools of internal communication such as intranet and video conference.

#### 4.2.1 The influence of Internal Communication to the organization and level of performance

The second objective of this study was to solicit information on the side effect of internal communication towards performance level of the council. Respondents were asked to rank among variables like internal communication help to reach organization goal, decrease uncertainty and increase performance, help to have information control, help to convey information and good performance and facilitates organization work plan enrichment.

As shown in the Table 10, 62(41.3%) of the respondents strongly agree and 72(48.0%) agree that internal communication of the organization help to reach organization goal whereas, 11(7.3%) were neither agree nor disagree, 3(2.0%) admit strongly disagree and 2(1.3%) disagree on that contention. Therefore, this observation establishes that internal communication within the organization has mere benefits than affection of the organization level of performance.

The Table 10 also notes that, 37(24.7%) of respondents agree and 84(56%) strong agree that, internal communication decrease uncertainty and increase level of performance of the organization, However, 3(2.0%) strong disagree and 2 (1.3%) disagree whereas, 11(7.3%) of total respondents were neutral. This incident realized that, application of internal communication ways within the organization minimize uncertainty of the information and improve performance. The researcher also sought the opinion of the respondents on applicability of the internal communication among the employees within the organization.

Effective information control was strong agreed by 60 (40%), and 61 (40.7%) agreed, 18 (12%) of respondents were neutral 6(4%) strong disagreed and 5 (3.3) totally disagreed. This findings indicate that, majority of respondents admitted that, internal communication within the organization convey good information control to the outside unauthorized people, information managed to be preserved for official use when strictly adherence rules and procedures existed.

**Table 10. Influence of internal communication to the organization and level of performance**

SN	Effects of Internal Communication	SA %	A%	N%	SD%	DA%
1.	To reach organization goal	62 (41.3%)	72(48.0%)	11(7.3%)	3(2.0%)	2(1.3%)
2.	Decrease uncertainty and Increase performance	37(24.7%)	84(56.0%)	23(15.3%)	5(3.3%)	1(7%)
3.	To have effective Information Control	60(40%)	61(40.7%)	18(12%)	6(4%)	5(3.3%)
4.	Help to convey employees information and good performance	49(32.7%)	71(47.3%)	16(10.7%)	1(7%)	13(8.7%)
5.	Help to facilitates organization work plan enrichment	49(32.7%)	79(52.7%)	21(14.0%)	1(7%)	0%

Source: Primary source 2022

The findings also disclose that, 49(32.7%) of respondents strong agree, 71(47.3%) agree and 16(10.7%) respond neutral on the contention that internal communication help to convey employees information and organization performance. This findings show that, employee trust that information as the key tool for performance improvement in the organization since employees may exchange ideas, skills and information distribution which actually used to boost origination improvement.

Finally, respondents were asked to give their view on whether internal communication facilitates organization work plan enrichment. Respondents admitted that, 49(32.7%) strong agree, 79(52.7%) agree, 21(14%) respond neutral, 1(7%) strong disagree and none of them disagree. These findings justify that, employees notes the benefits of internal communication in their organization performance since their activities were planned and implemented by communication, employees remind to each other on the working agreement as the principle to reach organization plan and objectives.

The findings from interviews display the same result as indicated by questionnaires. The findings depicts that, organization can improve performance through the excellent use of internal communication as respondent said that

*The interaction among employees in the organization help  
To build strong partnership of employees which enabling us to*

*Cooperate in the daily task and improve the organization goals.*

The information from the interviews was the evident that, internal communication produces positive effects and increase organization performance when used properly in the organization.

#### 4.2.2 The influences of internal communication

Researcher also asked the respondents the impacts of internal communication to seek out the information regarding to question two which assess the effects of internal communication to organization performance. The respondents were supposed to strong agree, agree, disagree, strong disagree and neutral on the item such as distort organization goal, increase uncertainty and bad performance, distort working morale and spiritual of the organization, facilitates information leakage to convey message to unauthorized person and creates conflicts and misunderstanding among employees. Table 11 reveals the result.

Table 11 show that, 16(10.7%) of the respondents strongly agree, 12(8.0%) agree, 18(7.7%) neutral whereas, 35(23.3%) strong disagree and 59(39.3%) disagree that internal communication in the organization distort the achievement of the organization goal. This observation therefore establishes that employees found the advantages of using internal communication in the work place to achieve the goal of the organization.

**Table 11. Indicates the impacts of internal communication**

SN	Impacts of Internal Communication	SA %	A%	N%	SD%	DA%
1.	Distort the organization goal	16(10.7 %)	12(8.0%)	18(7.7%)	35(23.3%)	59(39.3%)
2.	Increase Uncertainty and bad performance	15(10.0%)	26(17.3%)	32(21.3%)	28(18.7%)	49(32.7%)
3.	Distort working morale and spiritual of the organization	6(9%)	34(22.7%)	28(18.7%)	36(24%)	43(28.7%)
4.	Facilitates Information leakage to convey message to unauthorized person	5(3.3%)	31(20.7%)	35(23.3%)	33(22.0%)	46(30.7%)
5.	Creates conflicts and misunderstanding among employees	8(5.3%)	24(16%)	33(22%)	40(26.7%)	45(30%)

Source: Primary source 2022

Also, the findings notes that, only 15(10.0%) of respondents agree and 26 (17.3%) strong agree that, internal communication increase uncertainty and bad performance of the organization, though, 32(21.3%) were neutral, 28(18.7%) disagree and 49(32.7%) strong disagree. This incident realized that, more half of respondents have positive view on internal communication towards performance level of the organization and uncertainty. This implies that, employees exposed positive use of the organization internal communication to effective performance.

Moreover, only 6(9%) of total respondents agree and 34 (22.7%) strong agree that, internal communication distort working morale and spiritual of the organization However, 28(18.7%) reply neutral 36 (24%) strong disagree and 43(28.7%) disagree. This findings indicate that, majority of respondents admitted that, internal communication within the organization convey good moral and spiritual of the organization. This information implies that employees sometime motivated through the information sharing and they feel as they belong to the organization.

The findings also disclose that, 5(3.3%) of respondents strong agree, 31(20.7%) agree, 35(23.3%) respond neutral whereas, 33(22.0%) strong disagree and 46(30.7%) disagree on the contention that internal communication facilities the information leakage to convey the message to an unauthorized person. These findings show that the majority of the respondents realize the significance use of information and trust to each other to strictly keep the information of the organization.

Again, 8(5.3%) of total respondents strong agree, 24(16%) agree, 33(22%) were neutral while 40(26.7%) strong disagree and 45(30%) disagree on the questions stipulated that, internal communication within the organization creates employees conflicts and misunderstandings among the employees. These findings justify that, employees work relation increase as far as they frequently exchange their working skills and knowledge through internal communication strategy applied in the organization.

## 5. CONCLUSION AND IMPLICATION

This study mainly assesses the contribution of internal communication to organisation performance and targeting specifically, methods used by the employees in the organisation to communicate internally and the influence of

internal communication to the organisation performance. Founded on the objectives, the outcomes indicated that, the municipal council uses many tools for internal communication such as internal memo, face to face communication in terms of conference and internal meetings, telephone, and intranet. However, more frequently the data indicated that face to face and telephone methods were frequently used. Apart from methods of communication, research analyses show the influence of internal communication to organisation performance. The result reveals that, internal communication within the council of municipal has mere benefits such as creating work harmony by mutual relationship among staffs, increasing organization control of uncertainty and risk management, giving directions to reach the organization's performance and achieve the performance goal planned, and enabling the distribution of the information timely for better decision making. The study generally found that, internal communication in the public institution has several positives contributions for better organization performance and organizations may regulate its activities with accurate performance when internal communication are well utilized such that, staffs reach their plan to improve performance, risk and uncertainty in the organisation reduced, goal of organisation might be reached and successfully information control to effective employees performance.

This deduction is guiding to see a need for the council to establish a comprehensive internal communication strategy which will enable the staffs to share their information quickly, these strategies include the installation of ICT tools for facilitating internal communication. In addition, employees need to be highly integrated with the government guiding principles, laws and directives which restrict the conveying of information for personal benefits; this process might be used to reduce the problem of information leak to unauthorized person. Staff supervisors should increase work relationship to their employees for the dissemination of the information on time, information provided on time enable the eligible person to take action in a reasonable time which helps to reach an accurate decision. Employee's commitment on the other hand, has to be emphasized. This will help staffs and their supervisors to communicate effectively on issues related to their job. A study that mainly focuses on the barriers of internal communication and its influence on employee performance could be demanded to add on the

findings. Endorsing internal communication is one of the greatest things you can do to make sure that an organization runs efficiently and effectively.

## COMPETING INTERESTS

Author has declared that no competing interests exist.

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