



INTERNAL COMMUNICATION METHODS AND CORPORATE PERFORMANCE IN PARAMILITARY ORGANISATIONS IN BAYELSA STATE

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***Abstract:** This study investigates the relationship between internal communication methods and corporate performance in paramilitary organizations in Bayelsa State. The study utilized the cross-sectional survey design to source for information from employees of multiple paramilitary organization in Bayelsa State, which purposively formed the sample size of the study. Structured questionnaire was used as the instrument for primary data collection. Utilizing inferential statistical analysis, the research reveals a significant correlation between the dimensions of internal communication, which are upward and downward communication and quality service delivery. The findings underscore the critical role of effective communication in enhancing corporate performance, providing strong empirical evidence of its impact within the context of paramilitary operations. The study highlights the necessity for robust communication systems, staff training, and a culture of openness to optimize performance. These insights offer practical recommendations for improving service delivery and achieving organizational objectives.*

***Keywords:** Internal Communication Methods, Corporate Performance, Upward Communication.*

Introduction

Both public and private organizations depend heavily on effective communication to connect with their target audiences and articulate their goals and objectives. Communication serves as the backbone for fostering understanding, collaboration, and alignment within these entities. When communication among coworkers is efficient and transparent, it significantly boosts productivity and operational efficiency.

For example, studies by Kacmar (2017) and Neves & Eisenberger (2018) reveal that employees are more likely to perform optimally when organizational policies and procedures are presented in a manner that is clear, concise, and comprehensive. This approach ensures that employees receive not only adequate information but also constructive feedback and critical insights necessary for their roles. Effective communication, therefore, not only clarifies expectations but also empowers employees, leading to improved job performance and organizational success.

Corporate performance is a critical indicator of an organization's ability to achieve its goals and sustain competitive advantage in a dynamic business environment. It encompasses financial and non-financial outcomes, including profitability, market share, customer satisfaction, and employee engagement. Effective corporate performance is often tied to a

combination of strategic planning, resource allocation, and employee efficiency. According to Kaplan and Norton (2016), the balanced scorecard approach highlights the need for organizations to measure performance beyond traditional financial metrics, emphasizing customer perspectives, internal processes, and learning and growth.

Communication methods and approach is also significantly impacts performance. Cameron and Quinn (2019) assert that a strong, adaptive culture aligned with organizational goals enhances employee commitment and productivity. For example, companies with cultures that emphasize collaboration and continuous improvement tend to outperform those with rigid, hierarchical structures (Denison & Mishra, 2015).

Effective communication within the workplace often takes a backseat in modern businesses, as noted by George (2019). Despite ample evidence showing that communication plays a pivotal role in an organization's sustainability, some managers mistakenly assume that anyone can handle communication tasks. Consequently, they prioritize operational functions while delegating the responsibility of effective communication to the HR department. In public sector organizations, this trend is especially pronounced, where the focus on achieving targets often comes at the cost of providing employees with timely and accurate information—an oversight that could otherwise boost morale and revenue. Managers sometimes operate under the misconception that issuing daily directives suffices to maintain open communication channels.

Communication, however, is not just a means to an end but a strategic tool for achieving organizational goals (Banihashemi, 2017). Stephen (2015) underscores its critical role in motivating and guiding employees toward organizational objectives. Communication fosters mutual understanding, which, in turn, enhances cooperation and improves overall performance. Williams (2017) asserts that effective managers recognize the necessity of maintaining open communication lines with their staff as a cornerstone of organizational success. McKinney et al. (2014) draw a powerful analogy, comparing organizational communication to the circulatory system in the human body, emphasizing its indispensability for optimal team performance.

The effectiveness of communication methods is central to achieving organizational goals. Robust communication strategies are essential for managing corporate performance and driving motivation for growth and development. According to Abbas and Barootian (2016), a manager's ability to communicate effectively is a fundamental skill, enabling them to build and sustain relationships critical for executing routine responsibilities. Osifo (2018) defines organizational communication as the mechanism for coordinating relationships within a company. In line with this, Moshabaki (2015) advocates for integrating communication with other management functions, emphasizing the importance of disseminating information promptly to meet institutional objectives.

Corporate performance is enhanced when people are empowered, incentivised, and provided with the resources they need to perform at their best, according to Ahmed et al. (2019). An important leadership quality for managers to have is the ability to communicate effectively with their subordinates and the rest of the company. There is a strong correlation between organisational communication and organisation performance. Organisational communication is described as the flow of information inside an organisation, whether formally or informally,

with the purpose of achieving its goals (Bell & Martin, 2018). However, the study was established to examine the relationship between internal communication methods and corporate performance in paramilitary organisations in Bayelsa State.

Statement of Problem

Effective coordination of all production elements is crucial to achieving optimal output, making the task of managing organizations across the globe increasingly challenging. Unlike other resources, managing human capital involves a complex interplay of regulating employees' thoughts, emotions, and attitudes to ensure maximum productivity. As Karimi (2018) highlights, addressing human resource challenges requires robust organizational communication strategies. Similarly, Harris and Nelson (2014) emphasize that communication between management and employees is a foundational and indispensable activity in any organization.

However, dissatisfaction among employees often arises from how organizations handle critical issues such as promotions, bonuses, job placement, recognition, and fostering collaboration. This discontent can lead to a lack of motivation, resulting in diminished performance over time. Employees, in seeking to regain their drive, may resort to strategies that negatively impact their productivity and morale. Consequently, managers bear the significant responsibility of ensuring employees are consistently motivated to perform at their best. For organizations to thrive, it is imperative to inspire and engage the workforce in every facet of their roles.

Also, corporate performance has taken a major hit due to people not talking to each other. There can be no feedback given to determine the source of discontent when employers and workers do not communicate when they are unhappy with each other's attitudes, behaviours, or allocated responsibilities. Corporate performance is affected by these concerns in the end. Based on the aforementioned issues affecting corporate performance, this study will investigate the empirical relationship between internal communication methods and corporate performance in paramilitary organisations in Bayelsa State, using downward and upward communication as the dimensions and quality service delivery as the measure.

Aim and objectives

The main aim of the study is to investigate the relationship between internal Communication methods and corporate performance in paramilitary organisations in Bayelsa state. However, the specific objectives of the study are to;

1. Examine the relationship between upward communication and quality service delivery in paramilitary organisations in Bayelsa state.
2. Determine the relationship between downward communication and quality service delivery in paramilitary organisations in Bayelsa state.

Hypotheses

The Hypotheses formulated for this study is stated as follows:

H₀₁: There is no significant relationship between upward communication and quality service delivery in paramilitary organisations in Bayelsa state.

H₀₂: There is no significant relationship between downward communication and quality service delivery in paramilitary organisations in Bayelsa state.

Internal Communication Methods

The framework of organizational communication encompasses the routes through which information flows. Formal communication channels, established through organizational hierarchies, include structured methods such as memos, reports, and meetings designed to ensure regular and systematic dissemination of information (Daft & Lengel, 2013). These channels facilitate efficient communication between upper management and lower levels, enabling a bidirectional exchange of information. Alongside formal channels, informal communication pathways, often referred to as the "grapevine," naturally emerge within organizations. These informal routes can enhance interpersonal relationships and expedite information sharing, though they may also lead to the spread of rumors and misinformation if not carefully managed (Katz & Kahn, 2011).

Technological advancements have profoundly influenced internal Communication methods. Tools such as email, instant messaging, video conferencing, and collaborative platforms have become integral to internal communication (Leonard-Barton, 2015). These technologies enable employees across diverse locations and time zones to connect seamlessly, fostering real-time collaboration and decision-making. For example, platforms like Zoom and Microsoft Teams facilitate virtual meetings, enhancing team coordination and efficiency. However, digital communication also presents challenges, such as information overload and the need for effective channel management to prevent misunderstandings (Mark, Gudith, & Klocke, 2014).

Internal organizational communication networks are broadly categorized as centralized or decentralized. Centralized networks, where information flows through a single or limited number of nodes, are effective for maintaining consistency and control (Lazarsfeld & Merton, 2013). Nevertheless, these networks can create bottlenecks if the central hub becomes overwhelmed. In contrast, decentralized networks distribute information across multiple nodes, offering greater flexibility and responsiveness (Rogers & Kincaid, 2014). These networks encourage innovation by fostering diverse perspectives and open exchange, making them particularly adaptive to change.

Leadership plays a critical role in shaping and sustaining effective communication within organizations. Leaders set the tone for communication practices, influencing their success (Hackman & Johnson, 2013). Through clear and transparent communication, effective leaders build trust, align team members with organizational objectives, and address conflicts and challenges. Leadership communication extends beyond disseminating information; it involves actively listening to employee feedback and engaging in meaningful dialogue. Leaders who prioritize open communication and solicit input from their teams cultivate an environment where information flows freely, resulting in more informed decisions and improved organizational outcomes.

One of the key components of internal Communication methods is the formal communication network, which includes the official channels used to transmit information within an organization. Formal communication flows in several directions: downward, upward, and horizontally. Downward communication typically involves directives, policies, and feedback from upper management to employees. This form of communication is essential for setting

expectations, guiding employees, and disseminating critical organizational information (Robbins & Judge, 2019). Upward communication, on the other hand, involves the flow of information from subordinates to superiors, providing management with insights into employee concerns, feedback, and suggestions. Effective upward communication is vital for participatory decision-making and helps in addressing employee grievances promptly (Zeng & Chen, 2020).

Informal communication, often referred to as the grapevine, plays a significant role in internal Communication methods. Unlike formal communication channels, informal communication is spontaneous, unstructured, and often driven by personal interactions. Despite its unofficial nature, informal communication can influence organizational dynamics significantly. It can serve as a rapid channel for information dissemination, provide emotional support among employees, and foster a sense of community within the organization (Noe et al., 2018). However, it can also lead to the spread of rumors and misinformation, which can negatively impact organizational morale and trust. Organizations, therefore, need to monitor informal communication closely and address any inaccuracies that may arise to maintain a healthy communication environment.

In order to comprehend the efficacy of communication systems and to find ways to enhance them, assessment and measurement are crucial. Message clarity, information accuracy, employee happiness, and the influence of communication on organisational results are all characteristics that may be measured to determine the efficacy of communication (Zaremba, 2014). You may learn a lot about the state of your communication systems and where to make improvements with the use of tools like audits, surveys, and performance metrics.

It is essential to have an internal communication methods in place for your business to run well. Many factors are involved in these, such as leadership, culture, feedback mechanisms, lines of communication, technology, and strategic alignment. Achieving organisational goals is aided by well-functioning communication systems, which also aid in the free flow of information and decision-making. Better communication systems and overall performance are possible when organisations remove obstacles to communication, make use of technology, and match communication with organisational objectives. An organization's ability to communicate effectively will be crucial in determining its success as it adapts to new surroundings and changes throughout time.

Managers in the modern information era understand that their staff are the true assets of their institution, as pointed out by Sim and Wright (2016). Improved morale is only one of many outcomes that can result from open lines of communication with staff. Internal Communication methods significantly and positively affect corporate performance, according to research by Ramadanty and Martinus (2016). Improving corporate performance is impossible without effective communication methods, as pointed out by Rajhans (2018). Organisational communication, according to Simamora et al. (2016), can affect worker productivity in some workplaces. Respect, empowerment, education, and understanding are cornerstones of good communication that enable people to achieve at their peak.

The "lifeblood" of every organisation and a critical component in reaching its goals is its capacity for effective communication (Salako, 2016). It helps in running a company smoothly,

maintaining healthy relationships, and expressing oneself clearly (Beattie, 2014). The ability to organise and express one's thoughts in a manner that captivates an audience is crucial to the success of any endeavour. The achievement of organisational goals and the maintenance of relationships with customers, suppliers, rivals, and staff are both facilitated by effective communication (Slåtten, 2019).

Dimensions of Internal Communication Methods

The subheadings extensively deal with the adopted dimension of communication system such as upward communication, downward communication, horizontal communication and diagonal communication.

1. Upward Communication

Information flows from lower-level employees to higher-level management within an organization's hierarchical structure through upward communication. House and Davis (as referenced in Ergen, 2017) state that this sort of communication entails relaying information from lower-level employees to upper-level management. Zalabak (as reported in Chan Chun Ming, 2017) offers a similar description, describing it as information flowing vertically but upwards, aiming at higher management levels. Employees engage in upward communication when they convey their thoughts, reactions, criticisms, or intentions to their superiors; listening is an essential part of this process, according to Ergen (2017, p.6). According to Jablin (as described in Chan Chun Ming, 2017), when workers report to their direct superiors, this kind of communication usually takes place within formal organisations. This kind of interaction allows workers to share knowledge that might boost their efficiency, which in turn affects many facets of their job (Ergen, 2017).

Upward communication, according to Neves and Eisenberger (2018), occurs when lower-level employees relay information to higher-level management. Organisations are increasingly embracing this method of communication in today's competitive global climate. Employees' commitment and output on the job might be boosted by emphasising upward communication, according to Mumby (2013). One of the most important aspects of organisational growth, according to Herbst (2018), is upward communication, which is critical for comprehending workers' views, preferences, and complaints about their jobs.

When information is conveyed from lower to higher levels of an organisation, it is known as upward communication, and it is an essential part of internal Communication methods. The term "management communication" refers to the flow of information between executives and staff, including reports, ideas, complaints, and feedback. Improving organisational openness, decision-making procedures, and staff engagement are all greatly impacted by it.

Staff members on the front lines who are active in day-to-day operations can contribute invaluable knowledge to upper management through upward communication. Managers can benefit from hearing from workers whose experiences are more directly tied to the operations on a daily basis, say Hackman and Oldham (1976). Management may be unaware of problems with procedures, client preferences, or operational inefficiencies that are discovered by frontline personnel. Organisations may get this valuable information and make better decisions by promoting upward communication.

Another function of upward communication is to provide feedback on organisational performance and employee happiness. The strengths and weaknesses of an organisation may be better understood with the help of employee feedback. For early issue detection and solution implementation, this feedback loop is crucial. According to studies conducted by Stone (2018), organisations may better meet the requirements and expectations of their employees by soliciting and acting upon constructive feedback on a frequent basis. This, in turn, boosts employee happiness and performance.

Improving staff engagement and morale is a major advantage of upward communication. Staff members are more inclined to put in extra effort and attention when they know their thoughts and feelings are being considered and respected. Opportunities for employees to provide comments and suggestions boost engagement, according to Kahn (2015). Workers are more invested in the company's success and take greater responsibility for their work when they are able to voice their opinions and concerns to higher-ups in an open and transparent manner. An uptick in drive and output may result from such participation.

2. Downward Communication

"Downward communication" means the transfer of information from a higher level to a lower one, most often from upper management to lower-level employees. This style of communication is most efficient when managers talk to their direct supervisors, who in turn tell their employees, according to research by Larkin and Larkin (quoted in Verma, 2013). By delegating authority to direct supervisors, this method boosts productivity in the workplace. The need of timely communication is further highlighted by the fact that delayed information from higher levels might have a detrimental effect on corporate performance.

The transmission of information from higher to lower levels of an organisation is known as downward communication, and it is an essential part of organisational communication. Management must rely on this form of communication to relay instructions, policies, objectives, and criticisms to staff. Meeting organisational goals, keeping operations efficient, and creating a healthy work atmosphere all depend on effective downward communication.

Providing employees with clear and simple instructions and information is one of the main aims of downward communication. When it comes to communicating organisational goals, operational processes, and performance requirements, managers and executives rely on downward communication (Daft & Lengel, 2013). Companies may boost productivity and efficiency in the workplace by making sure workers know what to expect from them, how to contribute to company goals, and how to interpret and follow instructions. For example, it is crucial to tell lower-level employees of any new policies or procedures that the organisation is implementing so that they may adjust their practices appropriately (Kotter, 2016).

The importance of effective downward communication in establishing and maintaining organisational values and culture is equally crucial. A company's culture, beliefs, and actions are shaped by the messages sent by upper management, claims Schein (2017). Management may boost morale, clarify roles and responsibilities, and instill a feeling of shared purpose by communicating consistently with staff. Employees are more inclined to put the needs of customers first in their day-to-day interactions if management communicates the significance of customer service (Brown & Trevino, 2006).

Making sure that employees understand and correctly interpret the information presented is a difficulty of downward communication. According to Robinson and Judge (2013), misunderstandings and ambiguity can cause people to get confused, make mistakes, and be less productive. Managers may lessen the likelihood of this happening by communicating with their staff in a straightforward and accurate manner, providing sufficient background information, and checking in to make sure everyone is on the same page. One way to make sure your messages are getting over is to include feedback systems like check-ins or follow-up meetings (Stone, 2018). It is possible to alleviate doubts and enhance the efficacy of downward communication by giving employees chances to ask questions and seek explanation.

The efficiency of downward communication can be greatly affected by the methods and channels employed. Management often conveys information to employees using more conventional means, such as meetings, emails, and memos. These techniques make it possible to capture and disseminate formal messages (Leonard-Barton, 2015). But they could also have drawbacks like slow information distribution or no instantaneous response. Contrarily, more participatory and dynamic forms of communication are offered by contemporary digital technologies including intranet platforms, instant messaging, and video conferencing. According to Mark, Gudith, and Klocke (2014), these tools can help with accessibility, real-time communication, and teamwork. The message's intended audience and the organization's goals should inform the selection of appropriate channels of dissemination.

Corporate Performance

Corporate performance is a crucial metric that reflects how effectively a company achieves its objectives and delivers value to its stakeholders, including shareholders, employees, and customers. It is often assessed through financial indicators such as profitability, revenue growth, and return on investment (ROI), as well as non-financial metrics like customer satisfaction, innovation, and employee engagement (Kaplan & Norton, 2016). Financial performance remains a primary focus for many organizations, with profitability and cost efficiency being central to assessing success. However, in today's competitive business environment, a holistic approach to corporate performance is necessary, incorporating both financial and non-financial factors.

Another key factor influencing corporate performance is the efficient management of human resources. Employee motivation and satisfaction are linked to higher levels of productivity and organizational performance (Pfeffer, 1998). Companies that invest in training, development, and a positive work culture tend to outperform competitors by maintaining a highly skilled and committed workforce.

Quality Service Delivery

Quality service delivery is a critical factor for organizations aiming to build customer loyalty, enhance their reputation, and achieve sustainable success. It refers to the consistent provision of services that meet or exceed customer expectations, emphasizing efficiency, reliability, and customer satisfaction. According to Zeithaml, Parasuraman, and Berry (2015), service quality is determined by the difference between customer expectations and perceptions of the actual

service received. This gap underscores the importance of aligning service delivery with customer needs and desires.

A key component of quality service delivery is the involvement of employees. Employee training and development ensure that staff possess the necessary skills to provide high-quality service (Bettencourt & Brown, 2015). Employees who are knowledgeable, empathetic, and responsive can significantly improve the customer experience. Moreover, empowering employees to make decisions and resolve issues quickly enhances service efficiency and customer satisfaction (Heskett et al., 2014). In this regard, creating a service-oriented culture within an organization plays a central role in ensuring that service delivery is consistently of high quality.

Theoretical Underpinning: Communication Accommodation Theory

Prof. Howard Giles of the University of California, Berkeley, developed what is now known as CAT, or Communication Accommodation Theory. Individuals, according to Giles, modify their body language and speech to emphasise or downplay social distinctions with the individuals they engage with. How people adapt their verbal and nonverbal cues to different contexts is the focus of this theory. Based on the results of this study, it seems that communication across departments is not the only factor that determines the effectiveness of organisational communication and its influence on staff performance in Nigerian law schools.

There has been a surge in interest in CAT research, particularly around ideas like convergence and divergence, because to the rising tide of migration and cross-cultural exchanges in recent years. These studies investigate the reasons behind people's varying communication methods, which they use to highlight or improve their relationships in different settings. By taking a holistic perspective of CAT, Giles argues that it is an essential theory of communication as it considers not just interpersonal but also intergroup contact, with an emphasis on the complementary nature of the two (see Gallois & Giles, 1998). Research in the field takes into account four fundamental concepts of communication adaptation. Here are the concepts outlined by Gasiorek and Giles: People may alter their speech patterns in an effort to project a favourable social identity or to get more friends. Interlocutory Satisfaction: When people want to make sure their discussion partners are happy and understood, they change the way they talk.

When someone wish to show their disapproval or contempt, they could opt out of making an effort to accommodate. When the goal is to convey animosity or negative emotions, accommodation is usually not used. Additionally, Giles stresses that in both in-group and out-group encounters, accommodation can impact understanding. For example, changing the tempo of one's speech might have a positive or negative impact on comprehension. For mental and emotional challenges, he names a number of adaptation strategies: To adapt one's verbal and nonverbal communication styles to the language(s) used by one's interlocutors. Speak louder and clearer to help your interlocutors understand you better.

Empirical Review

In their study of broadcast organisations in Delta State, Nigeria, Ufuophu-Biri and Ayewumi (2022) utilised descriptive and inferential statistics to investigate the connection between organisational communication and the motivation and performance of people on the job.

Because of its applicability, their study was based on the unitary theory of industrial relations. Their goals were accomplished by using a descriptive survey study approach and collecting primary data from 171 personnel across seven broadcast organisations using questionnaires. Several conclusions were drawn from the study's hypothesis testing and formulation phases. Findings indicated a favourable linear association between work performance indicators and performance on the job, but no significant relationship between job motivation indicators and employee motivation. While there was no statistically significant correlation between organisational communication and performance on the job, there was a positive linear association between organisational communication and job motivation. Employers should thoroughly evaluate critical elements prior to executing incentive programs, according to the report, which also proposes creating compensation policies and processes to recruit, motivate, retain, and satisfy workers. Furthermore, it stresses the need of employees appreciating praise for excellent performance, as it impacts future acts of acknowledgement.

Duyile (2022) looked examined the effects of organisational communication on corporate performance, specifically how it affects dedication. Eighty percent of the one hundred employees participated in the study by filling out prepared questionnaires. An analysis was conducted on the data set using correlation and descriptive statistics. The study emphasised the need of clear and efficient communication in driving organisational success by ensuring that staff members comprehend and actively participate in achieving organisational objectives. Some suggestions include integrating management's efforts into communication systems, establishing feedback mechanisms to measure the efficacy of communication, and increasing employee engagement through participation in decision-making. The research could only include the Nigerian Law School (NLU) because of budget and time restrictions.

In a study conducted in the Cape Town headquarters of a retail chain, Wagener (2020) looked at how communication affected staff performance. The guiding assumption of this research was that management's ability to inspire and instruct workers has an effect on their productivity on the job. We employed an interpretative paradigm and a case study strategy to conduct our qualitative research. Despite how important it is, the results showed that communication is getting worse. Workers liked to get job-related updates on a frequent basis. Findings indicated that the best way to collaborate and make sure the word gets to the right people were from a combination of top-down and bottom-up communication. The use of suitable communication methods should be based on the needs of the audience, and a balance between formal and informal contacts should be sought after.

A descriptive research approach and questionnaire data were utilised in a study named "The Effect of Communication on Workers' Performance in Selected Organisations in Lagos State, Nigeria" carried out by Femi (2018). The results showed that when employees were able to communicate effectively, their performance, productivity, and dedication all improved. Managers should maintain regular and constant communication with their employees to boost their dedication and performance.

By surveying 200 workers in two different brewing sectors in the Nigerian states of Oyo and Osun, Ogunola and Akporaro (2015) sought to determine whether there was a correlation between organisational communication and worker productivity. The data was gathered using

the Role-Based Performance Scale (RBPS) and the Communication Satisfaction Questionnaire (CSQ). Based on the findings, managers should make sure their workers receive feedback on the quality of their work and that information is transferred in an organised manner. This will help improve organisational communication and job performance. Using a descriptive study strategy based on 132 distributed surveys, Kibe (2014) investigated how different communication techniques affected the performance of organisations. According to the results, an open communication environment is crucial for improving organisational performance since it encourages members to openly communicate their thoughts, opinions, and criticisms.

With a focus on flower farms in Naivasha, Bery et al. (2015) studied the effect of staff communication on organisational performance in the horticulture industry of Kenya. With a response rate of 76.7%, their survey included all fourteen flower farms listed in the KFC directory (2013). They polled 2,460 people, but only 1,888 took part. Results showed that operational efficiency and overall organisational performance were both improved by the free flow of information and ideas made possible through communication, according to the study's use of regression and correlation analysis. The study's authors found that communication has a significant role in determining organisational effectiveness and urged the creation of methods to enhance the flow of information both inside and outside the company.

According to Rajhans (2018), "Effective Organisational Communication: A Key to Employee Motivation and Performance." In light of current issues, such as reduced workforce and higher workloads, the study reviewed the pertinent literature and research. Rajhans conducted an evaluation of the organisational communication procedures at the Pune, India-based manufacturing company Vanaz Engineers Ltd. by means of communication effort recording sheets and staff interviews. In order to motivate people, increase their performance, and strengthen their commitment, the results showed that good communication tactics were critical. A critical mediator between organisational communication and performance was determined to be employee motivation, according to the study.

Methodology

The study utilized the cross-sectional survey design to source for information from employees of multiple paramilitary organization on how internal Communication methods affected corporate performance. Employees of two (2) paramilitary organisations was chosen to form the target population. In particular, there are 122 active operatives from Federal Road Safety Corp and the Nigerian Civil Defense Corp, Bayelsa State Chapter, purposively formed the sample size of the study.

Structured questionnaire with closed-ended questions was used as the instrument for primary data collection, with a Five-Likert scale measurement from strongly agree to strongly disagree. The reliability of the instrument is ensured with Cronbach Alpha value of 0.87. Both descriptive and inferential statistics were used to analysed the coded and collated data. Means, percentages, and frequencies were computed as part of the descriptive analysis, while Spearman Rank Order Correlation Coefficient was used as the inferential analysis to test the formulated hypotheses.

Analysis, Results and Discussion

A total of 89 returned and useful questionnaire from the survey, which indicate 72.9% response rate.

Table 1: Descriptive Result of Upward Communication (n = 89)

S/N	Items	Mean	Std. Dev.	Remarks
1	The employee in my organization are motivated because superiors involve them in decision making	3.2044	1.14214	Accepted
2	Employees in my organization can freely communicate with their superior	3.3415	1.27216	Accepted
3	The employees in my organization have multiple avenues to communicate with superiors	3.6604	1.25631	Accepted
4	The employees in my organization are able to provide opinions and suggestion to superior on work related issues in the organization.	3.6170	1.47017	Accepted
5	Employees in my organization are able to approach superiors for assistance and work together.	3.3492	1.29474	Accepted
Grand mean score		3.3681		Accepted

Source: Survey Research, 2024.

The descriptive results for upward communication in the internal Communication methods are summarised in Table 1. With an aggregate mean of 3.3492, the scores for upward communication range from 3.2044 to 3.3492, all above the median value of 3.0. It appears that most people agree on the things used to quantify communication going up the chain of command. The scores for the standard deviation show that there is a lot of variation in the answers, which is consistent with the answers clustering around the mean. It follows that respondents see upward communication as an important part of their company's internal communication.

Table 2: Descriptive Result of Downward Communication (n = 89)

S/N	Items	Mean	Std. Dev.	Remark
1	The employees in my organization perform well because superiors share information with employees	3.3472	1.26337	Accepted
2	In my organization, the superiors always give the employees instructions	3.3058	1.28103	Accepted
3	In my organization the superiors always give employees feedback on their performance	3.6119	1.41064	Accepted
4	The superior ensures that employees understand policies and procedures of the organization.	3.3276	1.27912	Accepted
5	In my organization the superior always communicate directly to employees	3.3549	1.22591	Accepted
Grand mean score		3.3462		Accepted

Source: Survey Research, 2024.

As part of the internal Communication methods, Table 2 displays the descriptive statistics for downward communication. With an average score of 3.3462, all mean scores are higher than the standard of 3.0, as shown in the table. This data reveals that the majority of respondents are in agreement with the downward communication measures. Furthermore, the standard deviation values show that the responses are dispersed around the mean, indicating that there is substantial variability. These results show that the company's downward communication strategy is working.

Table 3: Descriptive Result of Quality service delivery (n = 89)

S/N	Items	Mean	Std. Dev.	Remark
1	My performance has improved due to effective communication from my superiors.	3.4421	1.73011	Rejected
2	I am more efficient in my job because of the consistent guideline from my superiors in the organization.	3.5893	1.73372	Rejected
3	Information I received from my colleagues has prompt me to be more consistent in productivity.	3.4998	1.63124	Rejected
4	Knowledge sharing among coworkers has been resourceful to my job.	3.7421	1.81341	Rejected
5	Feedback I received from lower-level staffs has helped me to be more proactive in my job	4.1473	2.0672	Rejected
Grand mean score		3.9448		Rejected

Source: Survey Research, 2024.

The descriptive data for staff productivity, a facet of performance, are shown in Table 4.11. With an aggregate mean of 3.9448, the table reveals that staff productivity ratings vary from 3.4421 to 4.1473, all above the median score of 3.0. This suggests that the statements used to gauge employee productivity are often not well-received by respondents. In addition to the average scores, the standard deviation numbers show that there is a lot of variation in the answers, which means that the feedback is scattered around the average. Given this, it's safe to assume that the responders are productive at work.

Table 4: Correlation Outcome on Upward Communication and Quality Service Delivery Correlations

			Upward Communication	Quality service delivery
Spearman's rho	Upward Communication	Correlation Coefficient	1.000	.512**
		Sig. (2-tailed)	.	.000
		N	89	89
	Quality service delivery	Correlation Coefficient	.512**	1.000
		Sig. (2-tailed)	.000	.
		N	89	89

** . Correlation is significant at the 0.01 level (2-tailed).

Source: *SPSS Computation, 2024.*

With a rho value of 0.512, the data in the table reveal that there is a moderately substantial correlation between upward communication and employee productivity. $P = 0.00 < 0.01$ further indicates that the association is significant. Thus, it can be concluded that there is a significant correlation between upward communication and staff productivity in federal tertiary institutions in Bayelsa State, and the null hypothesis is thus rejected.

Table 5: Correlation Outcome on Upward Communication and Quality Service Delivery Correlations

			Upward Communication	Quality service delivery
Spearman's rho	Upward Communication	Correlation Coefficient	1.000	.646**
		Sig. (2-tailed)	.	.000
		N	89	89
	Quality service delivery	Correlation Coefficient	.646**	1.000
		Sig. (2-tailed)	.000	.
		N	89	89

** . Correlation is significant at the 0.01 level (2-tailed).

Source: *SPSS Computation, 2024.*

A rho value of 0.646 shows a strong and substantial association between upward communication and employee productivity, according to the table data. The degree of significance is also recorded as $[p = 0.00 < 0.01]$. Employee productivity in federal tertiary institutions in Bayelsa State is significantly correlated with upward communication, indicating that the null hypothesis is rejected.

Conclusion

The study systematically examined the relationship between internal communication methods and corporate performance within paramilitary organizations in Bayelsa State. Using inferential statistical analysis, the findings revealed a significant correlation between the research dimensions and overall measurements. Specifically, both upward and downward communication demonstrated a strong and substantial association with quality service delivery. These results underscore the critical role internal communication plays in influencing organizational outcomes. The study provides empirical evidence supporting the assertion that effective internal communication methods are strongly linked to enhanced corporate performance in paramilitary organizations in Bayelsa State.

Recommendations

Based on the findings of the study on the correlation between internal communication methods and corporate performance in paramilitary organizations in Bayelsa State, the following recommendations are proposed:

1. Paramilitary organizations should prioritize strengthening both upward and downward communication processes. This can be achieved by creating structured feedback mechanisms and regular updates to ensure that critical information flows seamlessly between management and employees, fostering transparency and efficiency.
2. Organizations should provide training programs focused on effective communication skills for all staff levels. This will empower employees and leaders with the ability to articulate and receive information clearly, ultimately enhancing the quality of service delivery.
3. Leveraging modern communication tools such as intranet systems, email platforms, and real-time messaging apps can facilitate faster and more efficient information dissemination. These technologies should be tailored to meet the unique operational needs of paramilitary organizations.
4. Leadership should actively promote an environment where open and honest communication is encouraged. Regular forums, feedback sessions, and participatory decision-making processes can help bridge communication gaps, enhance trust, and align team efforts toward achieving organizational objectives.

Contribution to Knowledge

The findings of this study have significant implications for paramilitary organizations in Bayelsa State. The demonstrated strong correlation between internal communication methods and corporate performance highlights the critical role of effective communication in achieving organizational goals. Specifically, the positive link between upward and downward communication and quality service delivery underscores the need for structured and transparent communication channels.

This implies that organizations must prioritize investments in communication infrastructure, training, and fostering a culture that values open dialogue. Improved communication not only enhances operational efficiency but also strengthens employee engagement and organizational cohesion, ultimately leading to better performance and service outcomes.

These insights can serve as a foundation for policymakers and organizational leaders in designing strategies to optimize internal communication systems for sustainable performance improvements.

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