

Article

Exploring the potential of internal communication and employee relations for effective staff performance in Nigeria customs service

Abdullahi Aliyu Maiwada*, Barth Oshionebo

Department of Theatre Arts, Faculty of Arts, University of Abuja, Abuja 900001, Nigeria

* Corresponding author: Abdullahi Aliyu Maiwada, abdullmaiwada@gmail.com

CITATION

Maiwada AA, Oshionebo B. (2024). Exploring the potential of internal communication and employee relations for effective staff performance in Nigeria customs service. *Human Resources Management and Services*. 6(4): 3447. <https://doi.org/10.18282/hrms.v6i4.3447>

ARTICLE INFO

Received: 23 July 2024
Accepted: 16 October 2024
Available online: 27 October 2024

COPYRIGHT



Copyright © 2024 by author(s).
Human Resources Management and Services is published by PiscoMed Publishing Pte. Ltd. This work is licensed under the Creative Commons Attribution (CC BY) license.
<https://creativecommons.org/licenses/by/4.0/>

Abstract: Organizations in the modern, global environment have moved away from traditional methods of communication and toward creating all-encompassing plans that revolve around the engagement and motivation of their workforce. This change highlights the critical function of strategic internal communication, a still-emerging but increasingly important field of study and practice in the business sector. The modern workplace sees a change in the roles that employees play, with workers taking on more and more duties that were previously related to public relations. Understanding this shift in PR practice requires an understanding of role expectations, as norms and expectations have a significant impact on communication behavior and, in turn, organizational performance. To interpret the data in this context, a content analysis of secondary data was conducted. This made it possible to assess the body of knowledge in order to determine its applicability, consistency, replication, and rebuttal. The study makes the case that paramilitary organizations, like the Nigeria Customs Service, have internal communication procedures that are different from those of traditional corporate organizational structures. Given the agency's diverse responsibilities in income generation, trade facilitation, and the abolition of smuggling, this discrepancy is especially noticeable. The study shows that the relationship between internal communication and employees' job performance was mediated by employee participation and job satisfaction.

Keywords: communication; effective staff performance; employee relations; Nigeria customs service and potential

1. Introduction

Organizations in the modern, global environment have moved away from traditional methods of communication and toward creating all-encompassing plans that revolve around the engagement and motivation of their workforce. This change highlights the critical function of strategic internal communication, a still-emerging but increasingly important field of study and practice in the business sector. The purposeful and targeted use of communication by management to motivate staff to support company objectives and shared values is known as strategic internal communication. Additionally, it acts as a crucial link within a company, giving staff members the freedom to take charge, decide for themselves, and carry those decisions out successfully. This ultimately results in the accomplishment of the goals the organization has set for itself during a specific time frame (Mojaye and Aondover, 2022).

Internal communication, often known as communication within a company, is the deliberate sharing of job-related information by employees with one another (Adetipe, 2020). In the world of business, companies always try to meet their goals while working with the limited resources that they have. Goal-chasing in the face of

resource constraints can occasionally lead to local and global conflicts and catastrophes (Madsen, 2018). Conflicts and wars between people and nations can be sparked by such crises, which can result in terrible losses of life and property, population displacement, interruption of trade, and the fostering of long-lasting animosities.

Surprisingly, conflicts over resource allocation, crises, and frequent public disagreements affect organizations as well, reflecting social issues. Conflicts can seriously hinder an organization's ability to carry out its mission, particularly when they involve the stakeholders it serves. The field of public relations (PR), which aims to promote favorable interactions between organizations and diverse publics, has evolved as a result of this recognition. According to Yue et al. (2021), public relations is a discipline that creates two-way communication in order to resolve conflicts of interest, find common ground, and foster understanding between parties that is based on facts, knowledge, and complete information (Khalid and Aondover, 2022).

Organizations started to see public relations (PR) as a crucial component of their corporate identity in the United States during the early 1920s, thanks to the efforts of Ivy Lee and Edward Bernays (Yue et al., 2021). Whether PR is used intentionally or is included in marketing plans, it is now a crucial component of any organization's efforts to meet its goals. However, it is noteworthy that the combination of employee relations and internal communication for efficient staff performance remains a comparatively uncharted area in the field of public relations (Wang, 2022). But as Yue et al. (2021) point out, PR is a tool for resolving conflicts as well as for building mutual trust. The management of image, perception, and impression has become increasingly important in today's world, possibly even more important than the inherent qualities of goods, concepts, and people.

As a subset of public relations, internal communication is a strategic management function that aims to promote mutual understanding among members of an organization by facilitating information flow. It serves as a channel for the exchange of information, fosters a feeling of belonging among staff members, synchronizes workers with the goals of the company, and eventually builds strong bonds. The link that connects a company to its workers is internal communication, which can foster employee engagement and trust (Heide and Simonsson, 2016). Internal communication plays a dynamic function that impacts organizational performance, raises employee commitment, and improves job awareness.

Organizational internal communication tools can be roughly classified into two categories: classic and current approaches (Falkheimer et al., 2017). Conventional methods include notice boards, phones, and different types of meetings, like workshops and seminars. On the other hand, contemporary technologies consist of chat programs, digital signage, wikis, email, intranet platforms, wikis, and social media. Employees can now easily share information and communicate in their work settings because of the widespread adoption of digital communication techniques within enterprises brought about by the rapid growth of information and communication technologies (ICT) globally.

Bekmeier-Feuerhahn et al. (2017) pointed out that people's preferences for how they obtain information from organizations vary. As a result, there are numerous internal employee communication choices accessible on a global scale. The shift in

internal communication techniques can be partly attributed to the increased acknowledgement of employees as significant communication assets in an increasingly digitalized, transparent, and networked environment, rather than just as members of the workforce. Employees are seen as reliable sources of information for external audiences since they are internal stakeholders.

Since protecting an organization's goodwill and reputation is the primary goal of public relations, it is clear that efficient internal communication creates a welcoming atmosphere where friendliness and constructive interactions are the norm. According to Falkheimer et al. (2017), internal communication consists of six main activities that are all in line with an organization's goals regarding its workforce. These include meeting legal requirements for communicating with staff members, endorsing major organizational changes, fostering teamwork and a sense of community at work, motivating staff members to act as the organization's advocates, keeping valuable staff members, and making sure staff members are aware of their responsibilities and know how to carry them out. This article intends to evaluate the Nigeria Customs Service's employee relations management and internal communication methods in light of these changes and insights. The purpose of this evaluation is to improve employee performance and, consequently, the organization's overall efficacy.

2. Methodology

The potential of internal communication and employee relations for effective staff performance in the Nigeria Customs Service is fundamental. However, the context of internal communication practices within paramilitary agencies, such as the Nigeria Customs Service, diverges from conventional corporate organizational models. This divergence is particularly pronounced given the agency's multifaceted role in revenue generation, the suppression of smuggling, trade facilitation, and other functions. Consequently, there exists a substantial gap in the literature regarding internal communication and employee relations management within the Nigeria Customs Service. Prior studies have inadequately addressed this fundamental issue, leading to a significant knowledge gap that necessitates the initiation of this study. To bridge this gap, this paper examines media strategies for internal communication; it interrogates internal communication and organizational culture and explores internal communication and employee performance.

This paper is conceptual and exploratory in nature because it makes use of the descriptive research method, which involves consulting and analyzing pertinent literature, documents, and records in light of the body of knowledge on employee relations management and internal communication for efficient staff performance in the Nigeria Customs Service. The majority of the information in the article was obtained from secondary sources that were used to supplement the qualitative data. These sources included official publications, pertinent texts, journals, historical documents, and the Internet. These sources provided concrete context for the thematic area analysis. To analyze the data, a content analysis of secondary data was conducted. This made it possible to assess the body of knowledge in order to determine its applicability, consistency, replication, and rebuttal.

3. Theoretical framework

This study accepts the theoretical presumptions of the Two-Way Symmetrical Theory of Public Relations, which was put forth by James Grunig and Todd Hunt in 1984 and is based on actual two-way communication (Newstron, 2009). It's not a one-sided pastime; it involves mutual participation. To achieve the predetermined goals of generating favorable media hype, the approach focuses on respect and understanding between parties. Two-way symmetrical public relations necessitate negotiation and a readiness to adapt. Public relations are necessary for organizations to make significant changes in order to meet the needs of the public.

James Grunig proposed that all businesses with effective communication systems have adopted a two-way symmetric approach to public relations in the preliminary reports of the IABC Excellence Study, which were published in 1992 as "Excellence in Public Relations and Communication Management". "Communication management" is a standard two-word definition, to put it briefly. The term "public-organization communication" describes it. The grasp and meaning of the topic are really apparent. There are, nevertheless, some problems connected to it. Public relations are not the only component of communication. The relationship between corporate communication and public relations, as well as marketing and public relations, must be explained (Adetipe, 2020).

The link between public relations and social emerging media serves as an anchor for communication and information distribution, according to the relationship between the theory and the study. The scholarly literature has predominantly focused on utilizing the two-way symmetrical communication model to investigate the capacity of social media to foster positive interactions between businesses and their audiences. Public relations researchers and practitioners have strongly supported the use of organizational social media or new media platforms as a tool for facilitating two-way communication between organizations and their publics, citing the nature of interest or websites as a special opportunity for PR practitioners to engage in dialogue with their publics.

Critics assert that the idea is nonetheless audience-oriented. In that sense, it presents a case for public relations by suggesting two-way communication as opposed to one-way flow. Nevertheless, the theory did not take into account the diversity of audiences, since different audiences have different needs and ways of responding to them. While two-way communication is beneficial, internal social media platforms and other communication channels that enable feedback mechanisms can also serve as useful tools for internal communication. The theory's assertions did not take these exceptions into consideration. The theory is still applicable to this study in spite of this criticism.

Beyond one-sided interactions, the Two-Way Symmetrical Theory highlights the significance of mutual interaction in communication. The work is in line with the theory's principles since it uses a two-way communication perspective to investigate internal communication channels and strategies within the NCS. This allows for a deeper understanding of how communication flows between the organization and its employees, fostering mutual understanding and respect. According to the Two-Way Symmetrical Theory, in order to conform to public expectations, organizations should

be prepared to negotiate and make adjustments. Research can examine how the internal communication methods of the NCS organization are tailored to fulfill the needs of its workforce. To improve worker happiness and engagement, this may entail negotiating and making modifications.

The two-way communication ideas of the theory are still relevant in the current environment of digital media platforms. The study will look into how the NCS uses digital media to facilitate two-way communication with its staff and examine how successful it is at fostering positive connections. Even though the Two-Way Symmetrical Theory encourages two-way communication, audience differences must be taken into consideration. The study will examine how the NCS adjusts its internal communication strategies to accommodate different staff demographics and tastes. The study will also evaluate how internal social media and other feedback mechanisms may be used to alleviate these disparities and improve communication.

In light of this investigation, the hypothesis is still applicable, notwithstanding certain criticisms. It offers a theoretical framework for comprehending the value of internal communication and how it supports productive employee performance. Through the use of this theory, the investigation of internal communication inside the NCS will further the fields of employee relations and organizational communication. In this context, the Two-Way Symmetrical Theory provides insightful information and a theoretical framework that supports the aims and objectives of the study. It offers a prism through which the research may examine NCS internal communication procedures and their effects on staff performance and employee relations, deepening our understanding of these dynamics in modern organizational contexts.

4. Media and strategies of internal communication

Internal communication is a norm that fosters contacts within the organization (Newstron, 2009). These interactions can be created by two types of events. Task events are the typical production process activities that are typically assumed to be occurrences. This conversation can be described as formal in nature. The other event is human interaction; as members of society, businesses host people who have different attitudes, convictions, ideas, and values (Aondover et al., 2022a). This leads to the appearance of unclear or difficult-to-understand information and this kind of informal communication.

According to Adetipe (2020), internal communication refers to the exchange of ideas and information between collaborators and internal groups within an organization. This can happen either orally or in writing. Internal communication is the process by which information is shared across any group or individual whose actions directly impact the company's goal. In order for a corporation to make the right strategic decisions, it is not simply necessary to provide information. It represents the connections and points of convergence among the company's several business units, and the central organization of individuals inside each of these units is responsible for disseminating information and expertise to all partners. Because the various departments are interdependent and rely on one another to provide or receive data and information necessary for the business to run, it is a vital tool for day-to-day operations (Aondover et al., 2022b). Understanding the two forms of communication that exist

within a business is essential to preventing high levels of inefficiency and employee demotivation.

Downward Communication: Information is communicated from upper levels to lower levels of the workplace through downward communication flows, which have dominated organizational communication processes. Information that moves between various organizational levels or systems is referred to as “downward communication.” By the time the communications reach the employees who need them the most, their accuracy will have decreased (Stevanović and Gmitrović, 2015). Consequently, citing the obstacles that downward communication is linked to, it is not thought to be the ideal method for strategic internal communication within the company. The primary obstacles influencing downward communication include:

- When managers don’t know what kind of communication to give staff members,
- When they don’t know how much information to offer, and
- When they send unnecessary information.

Upward Communication: According to Neck et al. (2019), upward communication is the process of communication that moves from the lower level to the upper level of an organizational hierarchy. Some companies use this kind of communication to get employee input, which gives workers a voice and allows them to offer suggestions for improvements to decisions that managers make.

According to Walden and Westerman (2018), managers can foster a positive working relationship with their staff by asking for and receiving feedback from workers on initiatives or decisions made by management, as well as by reporting progress on work-related information. The academics outline five categories of information sharing that are seen as advantageous for any kind of organization.

- **Issues and exceptions:** Senior managers are informed of workplace developments by being made aware of the issues that employees are facing with the organization, which may pose challenges to achieving goals. For instance, the system’s software needs to be fixed because it isn’t working properly.
- **Improvement suggestions:** In this case, staff members have the freedom to make recommendations for ways to boost productivity by improving task-related processes. One instance is a brief poll that managers distributed to every employee regarding a new project.
- **Performance reports:** The supervisors receive these communications along with reports detailing the teams’ advancement on assigned tasks within the company. As an illustration, “The compliance team has finished the Jackson & Smith, Inc. audit report”.
- **Disputations and grievances:** These are private grievances that staff members have that may impede the completion of their job. Managers get complaints and problems so they may resolve them. One example of how working long hours might impact work-life balance is.
- **Financial and accounting data:** This data includes the expenses, revenues, and budgets associated with a specific project for the company. For instance, the media budget allocated to a customer of an advertising agency for their advertising campaigns.

In 2004, the concept of internal social media was initially introduced during a conference. According to Chong (2007), business social media are simple, cost-free

venues for engagement and communication. According to Wang et al. (2009), it's critical to recognize the distinction between the two kinds of online social networks that may be utilized in the workplace. The first category consists of popular social networking sites like Facebook and LinkedIn that anybody may register for. The second category consists of business social networking sites, such as IBM, which are exclusive to a specific company's employees and are therefore internal to the business. In order to enhance an organization's business processes, enterprise 2.0, also known as internal social networking, combines three key components: technology, social interaction, and content development/management. Enterprise 2.0 comprises five competency areas: communication, collaboration, community, construction, and search.

According to Chong (2007), internal social media is a networking site run by an organization to which only members of the organization have access. It provides members of the organization with the opportunity to create personal profiles and establish connections with other members of the organization. These websites could have the following features: user profiles, blogs, microblogs, activity feeds, wikis, forums, social networks, tagging, tag clouds, photo and file repositories, discussion threads, and more (Aondover and Pate, 2021).

Innovation management can be aided by internal social media. For instance, according to Duthler and Dhanesh (2018), a business using internal social media technology was able to improve a process by giving staff members a single, easily accessible template. This solved the issue of staff members having to search for various, elusive templates for various business units or technology innovation areas. For instance, Bosch Connect, an internal social media toolbox, is employed at Robert Bosch Company. Forums, wikis, blogs, files, ideation blogs, bookmarks, and activities are all part of this toolbox. Users have the ability to follow content that has been posted, follow other users' profiles, like and share content, network with other workers, and tag other users.

The benefits of internal social media networking for organizations were emphasized by Duthler and Dhanesh (2018). Employees may readily and efficiently share resources and information, for instance, and they stay focused on the goals of the company. Effective communication of problems, ideas, and solutions empowers employees and encourages creativity. Internal social media networking facilitates decision-making by providing senior management with direct access to posted suggestions (Aondover, 2019). To find and combine staff skill sets that meet a particular project requirement, management can do so with ease. Research conducted by IBM scientists on Beehive has shown that social networking tools improve employees' social capital through the creation of new social networks, the fortification of current relationships, and the improvement of employees' sense of belonging to the company.

However, there are potential risks connected to using internal social media, such as publishing unfavorable remarks about other employees or the firm, losing productivity due to staff updating their profiles, spam and malware attacks, data and identity theft, and more. Notwithstanding these dangers, social media technologies, according to Elving (2005), allow businesses to enhance organizational performance by fostering not only internal collaboration but also teamwork in response to

opportunities for sales and marketing, customer service, and innovation. It is crucial to keep researching the effects internal social media platforms have on the companies where they are used, given the growing adoption of these platforms and the potential benefits they offer.

Although the military is where the idea of strategic communication first emerged, non-military companies have embraced it over the past 20 years. There are a lot of publications on the market now that mention “strategic communication”. According to Botan (2018, p. 3), strategic communication is becoming more and more important. One of the first nations to convert some of its university-level courses in marketing and public relations into strategic communication courses was Sweden. According to Kalla (2005), targeted communication procedures used by organizations in public relations, marketing, and organizational communication are examples of strategic communication in modern society. They see a direct connection between corporate communication and strategic communication.

4.1. Internal communication and organizational culture

“All formal and informal communication taking place internally at all levels of an organization” is a broad definition of internal communication as an organizational activity (Kalla, 2005). Internal communication, by its very nature multidisciplinary, can be placed in between public relations, HR, and (internal) marketing. But in reality, those who work in public relations and strategic communication are the ones who understand internal stakeholders the best.

Welch and Jackson (2007) define internal communication as “the strategic management of interactions and relationships between stakeholders within organizations” and list several interconnected dimensions, such as “internal line manager communication, internal team peer communication, internal project peer communication, and internal corporate communication,” after taking a stakeholder approach to communication. From the standpoint of public relations, this concept of internal communication is among the earliest. Additionally, in line with the contemporary definition of public relations, this concept places internal communication as a strategic management function that goes beyond information exchange and recognizes the critical role that managing “relationships” plays in the process.

Similarly, based on the theory of public relations excellence, Men and Bowen (2017) define internal relations as “the strategic management of internal communication in managing interdependence and building mutually beneficial relationships between the organization and its employees”. They view internal communication as a process that is co-created by the organization and internal stakeholders”. This definition, which is based on the relationship management paradigm and systems theory, acknowledges the interdependent state that exists between the organization and its workers at different levels and aims to create a win-win scenario where excellent, long-lasting relationships between the employer and employees can be developed. Internal stakeholders and interacting companies’ perceived needs and desires are what drive internal communication, which can be seen as a means to an end in this sense. Instead of just being passive message recipients,

internal stakeholders—mostly employees—play an active role in the internal communication process by co-creating relationships and meaning with the organization.

Internal communication is essentially a public relations specialty as well as a management role. It is strategic in nature and seeks to accomplish particular internal communication objectives that support the efficacy of the organization. Therefore, it would be more acceptable to rename internal communication “strategic internal communication,” as opposed to organizational communication, which is a similar but more confusing term. Organizational communication is a well-established field of study that focuses on how organizations function, their context, and communication processes. It studies all communication phenomena inside organizations, including people and their motivations or characteristics, organizations, structures, teams, networks, discursive resources, discourse, interpretation, representation, and meaning construction (Deetz, 2001).

In reality, there are several components to internal communication: corporate internal communication, which is communication started by the communication department; hierarchical communication, which is communication between leaders at different levels; and horizontal/peer communication, which is communication among employees as communicators, opinion leaders, or message recipients. Effective internal communication necessitates a deep comprehension of communication processes. This means being aware of the parties involved in communication, such as communicators and message senders, the communication process (e.g., communication strategies, tactics, channels, how meanings are encoded/decoded, how messages are transmitted, and the feedback loop), and internal audiences and message receivers, as well as the organization, the leader, or employees; and the context of internal communication (e.g., culture, climate, structure, leadership, etc.) (Keyton, 2011). Effective internal communication, as a strategic public relations function, necessitates not only an understanding of how management and organizations operate but also the ability to see how internal communication fits into organizational strategy and contributes to the achievement of organizational goals and effectiveness.

Employee commitment is the willingness of employees to accept the goals and values of the organization and work towards achieving them. Similarly, organizational culture refers to the set of values, beliefs, and behavior patterns that shape employees’ behavior and form the core identity of the organization. Mullins (2005) asserts that one of the elements that strategically interact to form an organization is its culture. In order to maximize the value of human capital for organizational performance, he emphasized that an organization’s culture, much like the culture of its people, may be a motivating element.

Harrison and Stokes (1992) distinguished four elements of organizational culture, namely the power, role, achievement, and support dimensions. The organizational culture that is predicated on unequal access to redemption is characterized by the power dimension. The primary focus of the role dimension is on specialization and job description. The task culture that entails concentrating on achieving organizational goals is referred to as the achievement dimension. The support dimension characterizes an environment within the organization that is built on impartial trust between people and the organization. Other scholarly works, like Meyer and Allen’s

(1991), have identified various aspects of organizational culture, including communication, training and development, rewards and recognition, effective decision-making, taking risks for creativity and innovation, proactive learning, teamwork, and fairness and consistency in most practices. Nonetheless, according to Lau and Idris (2001), the four factors that have the biggest impact on employees' behavior or commitment are teamwork, communication, training, and rewards or recognitions. This research has chosen to hold this perspective since it supports the importance of the work.

4.2. Internal communication and employee performance

The processes of interactions and relationships between organizational members are the main emphasis of internal communication. Internal communication, when functioning as a system, helps employees within a business communicate and create meaning. According to McPhee and Zaug (2001), internal communication serves as the foundation for organizational processes. A system of internal communication is used by successful organizations to inform all members of the organization about its goals and foster collaboration. Because it is consistent with the research goal of comprehending how manager-subordinate communication influences the subordinates developing strategic cognition, affect, and behaviors within an organizational context, this thesis emphasizes manager-subordinate communication as the primary component of internal communication. Workers anticipate information from their employers to help them do their jobs effectively.

Internal manager-subordinate communication, according to Mcphee and Zaug (2001), aids staff members in comprehending organizational strategy and how their job fits into the larger objectives of the company. Internal manager-subordinate communication is essential for empowering staff members to actively seek out, analyze, and disseminate knowledge on resources that are critical to the operation of the company. According to Mazzei (2014), internal manager-subordinate communication has a purpose beyond only directing messages; it also fosters employee knowledge and proactive communication practices that are essential to the success of the company.

According to Welch and Jackson (2007), effective internal manager-subordinate communication is that which helps staff members comprehend the strategic direction of the company. Employees that are unable to understand the organization's direction are unlikely to be devoted to it, and worse, they may even start to doubt it since they are unable to relate to and understand the organization's mission. Effective internal communication is defined by Mishra et al. (2014) as regular, sincere, and transparent communication that fosters a sense of community and shared purpose between the employer and employees. Employee trust and dedication to their jobs are increased through internal manager-subordinate communication, which raises employee engagement levels inside the organization. The employees will comprehend how their work links to the organization's vision if manager-subordinate communication is offered in a way that meets their needs and is clear in its substance.

Communication can be defined as the sharing, transmission, or exchange of information with the intention of persuading and influencing (Aondover et al., 2022a).

In communication, the development and transmission of a message reach the receiver; the process seems extremely linear and foreseeable. Communication may seem straightforward, but as most people are aware, perceptions might differ from those that are spoken. Additionally, for a business to succeed, efficient communication is essential to achieving the targeted result for the sender (Aondover et al., 2022b).

The efficiency of the business and the need for each person to comprehend, feel safe in, and be driven to complete their duty are the two most essential social phenomena that occur between employees and supervisors within the organization. Furthermore, technological advancements have created a more intricate business environment where a greater amount of information is accessible through a variety of communication platforms (Ruben and Gigliotti, 2017). There are various ways for staff members to exchange information when it comes to internal communication.

Bishop (2010) states that meeting, if not exceeding, goals and standards, as well as empowering individuals to do their jobs to the best of their abilities, constitute employee performance. Establishing a culture of shared and individual accountability for the ongoing enhancement of company procedures and fostering the development of individual talents and contributions are essential for achieving successful employee performance. Employee performance is typically viewed by corporations as company performance, and it is tracked via the business appraisal. Employee performance, as defined by Bishop (2010), is a planned and integrated approach to enhancing the success of companies through the enhancement of individual contributors' performance as well as the development of teams' and individuals' own capacities.

It is the growth of capable and dedicated individuals working in an organization that supports and fosters their accomplishments to accomplish common, worthwhile goals. Duthler and Dhanesh (2018) consider employee performance to be an important aspect of human resource management. Production, storage, manufacturing, transportation, marketing, purchasing, distribution, business promotion, finance and accounting, human resources, research, and public relations are among the primary responsibilities of employees. All of these tasks are necessary to meet goals and, when carried out well, have a significant impact on the organization's overall output, sales, profit, advancement, and competitive position.

The management needs to be aware of how important employee performance is and make a real effort to address it. According to Duthler and Dhanesh (2018), a company can dominate its industry by using its skilled and committed workforce to provide it with an advantage over rivals. Because employees must perform several job responsibilities in close collaboration for the unit to succeed, their contribution on the job is the most significant aspect of business development and excellence.

An employee's conduct while carrying out a duty or assignment can be defined as their performance. It is the result or product that the organization's personnel produce. Employee performance is defined as an individual's accomplishments in accordance with the policies, standards, and directives of the company. The performance of employees can be determined by their skill set, level of effort, and perspective on the work. Employee performance, in the context of an organization, is the extent to which a member of the organization contributes to the achievement of the organization's goals.

5. Conclusion

The direction of the literature makes it evident that internal communication, as a subset of public relations, is a strategic management role intended to promote mutual understanding among members of an organization by facilitating information sharing (Maiwada and Oshionebo, 2024). It serves as a channel for the exchange of information, fosters a feeling of belonging among staff members, synchronizes workers with the goals of the company, and eventually builds strong bonds. The link that connects a firm and its workers, internal communication fosters employee engagement and trust. The ability of strategic managers to involve staff in accomplishing organizational goals is greatly impacted by internal communication.

Author contributions: Conceptualization, methodology, writing process, AAM; validation, formal analysis, editing process, BO. All authors have read and agreed to the published version of the manuscript.

Conflict of interest: The authors declare no conflict of interest.

References

- Adetipe, D. (2020). A survey on the relationship between Internal Communication and Employee Motivation: A case study of Sterling Bank Plc., Nigeria [Master's thesis]. Orebro University School of Humanities.
- Aondover, E. M., & Pate, H. (2021). National interest, freedom of expression and the Nigerian press in contemporary democratic context. *Brazilian Journal of African Studies*, 6(11), 233–249.
- Aondover, E. M. (2019). Good governance and accountability: an assessment of the media's role in achieving transparency in the 2019 general elections in Nigeria. *Brazilian Journal of African Studies*, 4(7), 209–225.
- Aondover, E. M., Maradun, L. U., & Yar' Adua, S. M. (2022b). Mediatization of the Net and Internetization of the Print Media in Northern Nigeria. *Unisia*, 40(2), 335–356. <https://doi.org/10.20885/unisia.vol40.iss2.art5>
- Aondover, P. O., Aondover, E. M., & Babele, A. M. (2022a). Two nations, same technology, different outcomes: Analysis of technology application in Africa and America. *Journal of Educational Research and Review*, 1(1), 001–008. <https://doi.org/10.5281/zenodo.7488568>
- Bekmeier-Feuerhahn, S., Bögel, P. M., & Koch, C. (2017). Investigating internal CSR communication: building a theoretical framework. *Handbook of integrated CSR communication*, 89–107.
- Bishop, D. V. M. (2010). Which neurodevelopmental disorders get researched and why? *PLoS ONE*, 5(11). <https://doi.org/10.1371/journal.pone.0015112>
- Botan, C. H. (2018). *Strategic communication theory and practice: the cocreational model*. Wiley Blackwell.
- Chong, M. (2007). The Role of Internal Communication and Training in Infusing Corporate Values and Delivering Brand Promise: Singapore Airlines' Experience. *Corporate Reputation Review*, 10(3), 201–212. <https://doi.org/10.1057/palgrave.crr.1550051>
- Deetz, S. A. (2001). Conceptual Foundations. In: Jablin F. M., Putnam, L. L. (editors). *The New Handbook of Organizational Communication*. Thousand Oaks. SAGE Publications, Inc.
- Duthler, G., & Dhanesh, G. S. (2018). The role of corporate social responsibility (CSR) and internal CSR communication in predicting employee engagement: Perspectives from the United Arab Emirates (UAE). *Public Relations Review*, 44(4), 453–462. <https://doi.org/10.1016/j.pubrev.2018.04.001>
- Elving, W. J. L. (2005). The role of communication in organisational change. *Corporate Communications*, 10(2), 129–138. <https://doi.org/10.1108/13563280510596943>
- Falkheimer, J., & Heide, M. (2014). Strategic communication in participatory culture: from one-and two-way communication to participatory communication through social media. In: Holtzhausen, D. R., & Zerfass, A. A. (editors). *Routledge handbooks of Strategic Communication*, 1st ed. Taylor and Francis.
- Harrison, R., & Stokes, H. (1992). *Diagnosing organizational culture*. Pfeiffer & Company.

- Kalla, H. K. (2005). Integrated internal communications: A multidisciplinary perspective. *Corporate Communications*, 10(4), 302–314. <https://doi.org/10.1108/13563280510630106>
- Keyton, J. (2011). *Communication and organizational culture: A key to understanding work experience*. Sage Inc.
- Khalid, M. I., & Aondover, E. M. (2022). Sources of Information on National Issues among Border Communities in Yobe State, Nigeria. *ASEAN Journal of Community Engagement*, 6(1), 22–47. <https://doi.org/10.7454/ajce.v6i1.1169>
- Lau, H. C., & Idris, M. A. (2001). Research and concepts: The soft foundation of the critical success factors on TQM implementation in Malaysia. *The TQM Magazine*, 13(1), 51–60.
- Madsen, V. T. (2018). Participatory communication on internal social media – a dream or reality?: Findings from two exploratory studies of coworkers as communicators. *Corporate Communications*, 23(4), 614–628. <https://doi.org/10.1108/CCIJ-04-2018-0039>
- Maiwada, A. A., & Oshionebo, B. (2024). Internal communication and employee relations management for effective staff performance in Nigeria Customs Service. *Economit Journal*, 3(4), 230–242.
- Mazzei, A., Kim, J. N., & Dell’Oro, C. (2012). Strategic Value of Employee Relationships and Communicative Actions: Overcoming Corporate Crisis with Quality Internal Communication. *International Journal of Strategic Communication*, 6(1), 31–44. <https://doi.org/10.1080/1553118X.2011.634869>
- McPhee, R. D., & Zaig, P. (2001). Organizational Theory, Organizational Communication, Organizational Knowledge, and Problematic Integration. *Journal of Communication*.
- Men, R. L., & Bowen, S. A. (2016). *Excellence in Internal Communication Management*. Business Expert Press.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resources Management Review*, 1(1), 61–89.
- Mishra, K., Boynton, L., & Mishra, A. (2014). Driving Employee Engagement. *International Journal of Business Communication*, 51(2), 183–202. <https://doi.org/10.1177/2329488414525399>
- Mojaye, E. M. & Aondover, E. M. (2022). Theoretical perspectives in world information systems: A propositional appraisal of new media-communication imperatives. *Journal of Communication and Media Research*, 14(1), 100–106.
- Mullins, L. J. (2005). *Management and Organisational Behaviour*, 7th ed. Pearson Education Limited.
- Neck, C. P., Houghton, J. P., & Murray, E. L. (2019). *Organizational Behaviour: A Skill-Building Approach*, 3rd ed. Sage Publication, Inc.
- Ruben, B. D., & Gigliotti, R. A. (2017). Communication: Sine Qua Non of Organizational Leadership Theory and Practice. *International Journal of Business Communication*, 54(1), 12–30. <https://doi.org/10.1177/2329488416675447>
- Stevanović, M. I., & Gmitrović, A. M. (2015). Importance and Role of Internal Communication in Organizations. *Applied Mechanics and Materials*, 806, 302–307. <https://doi.org/10.4028/www.scientific.net/amm.806.302>
- Walden, J. A., & Kingsley Westerman, C. Y. (2018). Strengthening the Tie: Creating Exchange Relationships That Encourage Employee Advocacy as an Organizational Citizenship Behavior. *Management Communication Quarterly*, 32(4), 593–611. <https://doi.org/10.1177/0893318918783612>
- Wang, H. C. (2022). Firm-specific knowledge resources and competitive advantage: The roles of economic-and relationship-based employee governance mechanisms. *Strategic Management Journal*, 30(12), 1265–1285. <https://doi.org/10.1002/smj.787>
- Wang, H. C., He, J., & Mahoney, J. T. (2009). Firm-specific knowledge resources and competitive advantage: The roles of economic-and relationship-based employee governance mechanisms. *Strategic Management Journal*, 30(12), 1265–1285. <https://doi.org/10.1002/smj.787>
- Welch, M., & Jackson, P. R. (2007). Rethinking internal communication: A stakeholder approach. *Corporate Communications*, 12(2), 177–198. <https://doi.org/10.1108/13563280710744847>
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the Effects of Internal Communication and Emotional Culture on Employees’ Organizational Identification. *International Journal of Business Communication*, 58(2), 169–195. <https://doi.org/10.1177/2329488420914066>