

Internal Communication and Organizational Performance of Hotels in Port Harcourt

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Abstract

This study investigated the relationship between internal communication and organizational performance of selected hotels in Obio Akpor local government area, Rivers state. To achieve the aim of the study, the researcher formulated three (3) objectives, this were used to draft out the research questions and hypothesis. The study populations were 259 hotel employees working in selected hotels in the local government under study. In getting the sample size, the researcher employed Taro Yamene formula, the sample size gotten after employing the formula was 157 hotel employees. Pearson product moment correlation coefficient was used to test the research hypothesis. The entire hypothesis tested showed a positive significant relationship though the relationships were in different levels. The following were recommended: Management and head of department should make sure they communicate the various duties they expect from the employees regularly. This will enhance operational efficiency, Different department and unit should make it a habit to communicate with one another when carrying out their different duties and functions, Employees should always communicate with each other on ways to improve on their operational efficiency. The management should train the employees on the importance of communication on monthly bases.

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Background to the Study

Internal communication is paramount organizations concern that any success-minded organization cannot afford to ignore (Maureen 2020). Maureen (2020) was of the opinion that internal communication is a vital contributor to the internal relationship between management and the internal stakeholders; it is the link between the organization and its employees (Maureen 2020). Depending on how the management of an organization practices communication, it can either contribute to a positive or negative relationship among either the internal or external stakeholders (Welch, 2012).

Internal communication plays an important role towards organizational performance, employee need to communicate to each other when they are in the workplace. According to Welch and Jackson (2015), internal communication has a direct impact on organizational performance because it increases job awareness and commitment. Internal communication can affect ability of strategic managers to engage employees to achieve organizational objectives. Likewise, internal communication ensures employee commitment in achieving groundbreaking business results by helping to improve collaboration, productivity and performance. Better result or outcomes of organization productivity also are assumed to be the result of smooth and effective communication in the organization (Bass, 2013). Whereas Carr, Amelia and Hale (2016), have the same view; they noted that, an organization can increase productivity and better service outcomes when its employees communicate effectively. In other words, better result or outcome of organization productivity is assumed to be the result of flat and effective communication in the organization.

Internal communication is defined as the exchange of information both casual and official between members of the organization in order to achieve a common goal (Zaremba 2014). Exchange of information between employers and their employees as well as between employees through effective communication can lead to organizational performance. Organizational performance includes actual results or organizational outcomes that are measured against planned outcomes (Daniel Tomal and Kevin & Jones, 2015). Internal communications have been studied in religion setting like a church. The study of Maureen (2020) on internal communication and employee performance in the Anglican church of Kenya shows that internal communication structure of Anglican church of Kenya was rated ineffective by 62% of the respondent and effective by 36% of the respondent while employee performance was rated ineffective by 30% against 26% who said that performance was effective. The study concluded that internal communication in the Anglican Church of Kenya should be well planned and effectively executed for it affects employee performance both implicitly and explicitly.

Edwinah (2016), empirically conducted a study in Port Harcourt using banks as a case study. The title was Internal Organizational Communication and Employees' Performance. The results showed a significant effect of the dimensions of internal organizational communication (downward communication and upward communication) on the measures of employee performance (employee efficiency and

employees' effectiveness). Based on the results, it is therefore concluded that internal organizational communication was strongly associated with employee's performance.

Other researchers have conducted studies on internal communication, employee engagement and organizational performance (Wallace & Deborah 2016; Okuneye, Lasisi, Omoniyi & Shodiya; Kowang & Maizaitulaidawati 2019 among others). Looking at hotel industry, little or no research has been done on internal communication, employee engagement and organizational performance in hospitality industries in Port Harcourt. This is the gap this study intends to fill using selected hotels operating in Obio Akpor local government area as the case study.

Statement of the Problem

The hospitality industry has been confronted by several challenges over the years and this has affected the industry negatively especially in the area of performance. What could be the issue behind this dilemma that this industry has witnessed over the years? It has been observed that the success of any organization centers on how effective the management and employees communicate with each other.

While the subject of communication is covered adequately by many authors (Bronn, 2002; Cornelissen, 2014; & Grunig, 2008); the hospitality sector seems not to have embraced internal communication as an important tool for organizational performance. Most hotels seem not to understand the function of communication and how it can improve the productivity and operational efficiency of the organization (Özay, 2015). In the dynamic and highly competitive hospitality sector, effective internal communication plays a crucial role in achieving organizational success and maintaining a high level of performance. Efficient communication practices within a hospitality organization can foster teamwork, enhance employee engagement, streamline operations, and ultimately contribute to superior guest experiences. Conversely, poor internal communication can lead to misunderstandings, decreased productivity, employee dissatisfaction, and negatively impact the overall performance of the organization (Khan, 2021).

Despite the recognized importance of internal communication in the hospitality sector, there is a lack of comprehensive understanding regarding the relationship between internal communication and organizational performance. Therefore, this study will investigate the relationship between internal communication and organizational performance of selected hotels in Obio Akpor local government area, Port Harcourt, Rivers State.

Aims and Objectives of the Study

The aim of this study is to find out the relationship between internal communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers State.

To achieve this aim, the specific objectives outlined are to;

- i. To determine the relationship between lateral communication and organizational

- performance in selected hotels operating in Obio Akpor local government area, Rivers state.
- ii. To find out the relationship between diagonal communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers state.
 - iii. To determine the relationship between downward communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers state.

Research Questions

- i. What is the relationship between lateral communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers state?
- ii. What is the relationship between diagonal communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers State?
- iii. What is the relationship between downward communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers State?

Research Hypotheses

- Ho1:** There is no significant relationship between lateral communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers state?
- Ho2:** There is no significant relationship between diagonal communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers state?
- Ho3:** There is no significant relationship between downward communication and organizational performance in selected hotels operating in Obio Akpor local government area, Rivers state?

Literature Review

Concept of Internal Communication

Velentzas and Broni (2014), define communication as the meaningful exchange of information between two or a group of people, which they further define to be shared in an oral or written manner. The elements linked to this exchange of information are the sender, the message, and the receiver. Braimah (2016), defined communication as the process whereby people within an organization give and receive messages". How well the receiver understands the message depends upon the quality of internal and external communication. According to Femi (2014), communication is the process of delivering information from one individual to another to achieve a goal. Communication is an important prerequisite for success in Hospitality industries (Răducan & Răducan, 2014). It is important because it can enhance the smooth running and performance standards of a hotel (Yoo, Flaherty, Gary & Frankwick 2014). Excellent communication among

members of staff and between employees and clients is fundamental to the success of a hotel establishment, considering that guests don't only pay for the brand, but also for the food, facilities and services. Internal communication is the process of delivering messages that take place between organizational members. This communication can take place between leaders and employees, leaders and leaders, and employees and employees (Hume and Leonard, 2014). Internal communication can also be interpreted as sending messages to all members of the organization. Thus, the recipients of messages in internal communication are individuals who are in the organization (Kulachai, Narkwatchara, Siripool, & Vilailert, 2018). Referring to Meng and Pan (2012), internal communication can be interpreted as an exchange of ideas between administrators and employees in a company or organization that causes the creation of the company or organization complete with its distinctive structure. This exchange of ideas can take place horizontally and vertically in a company or organization that causes operations and management within the company or organization to take place.

Lateral Communication

Peer to peer communication is also referred to as horizontal or lateral communication (Gollwitzer, 2015). This is the type of communication between subordinates, departments, divisions or units which are at the same level of organizational chain of command. This makes it possible for employees and teams to share information collaborate and solve problems (Kalla, 2015). Peer to peer communication (lateral communication) is an important communication to enhance interpersonal relations and teamwork among organizational members. Lateral communication takes place between equals (one level) personnel and organizations subdivisions (Wilcox & Cameron, 2011). One of the ways to motivate employees through peer-to-peer communication is through creation of a good work environment. effective peer to peer communication enables employees to assist each other, have positive criticism and work together in dealing with work challenges (Gollwitzer, 2015). In this way, employees will be encouraged to achieve more and more not only company's goals, but also personal goals.

Diagonal Communication

Namhata and Patnaik (2019), explains diagonal communication as information exchanged between the different structural forms of an organisation, especially between managers and employees in different functional departments, and primarily so in bigger organisations. Iddrisu and Salifu (2018) corroborate this assertion by noting that front line directors communicate directly with other staffs who do not work directly under their purview and the vice-versa. Namhata and Patnaik (2019) applaud the use of diagonal communication by noting that it reduces the chances of distortion or misinterpretation by encouraging communication between the relevant parties, reduces a manager's communication workload because he/she doesn't have to act as an intermediary between his direct reports and other managers. Namhata and Patnaik (2019) opined that the most primary forms of diagonal communication are usually verbal, hence there is little to no accountability for the information transferred and inclusively in some cases (diagonally downwards), it may create a case of conflicting instructions.

Downward Communication

Downward communication is associated with messages being transmitted right from superiors to the different subordinates in the organization. Downward communication is where top management or leadership of the organization shares information, directions or orders with employees at the lower levels (Kalla, 2015). Downward communication is usually unidirectional, and it rarely elicits responses. However, there are instances when downward communication will invite responses from lower-level employees. Downward communication is used by senior management to communicate organization strategies, goals and objectives to employees. In downward communication, the organization is also able to share information regarding programs, procedures and policies with lower-level employees. This makes the lower-level employees to be able to understand their roles and responsibilities and thus contributing organizational objectives. Downward communication is also used to provide directives and regulations (Zaremba, 2011). Top management in the organization's higher hierarchy is able to provide directives on how tasks will be performed through downward communication.

Concept of organizational performance

According to Balyan (2012) organizations are set up to accomplish specific goals. For these goals to be accomplished, the performance of employees becomes very crucial. Ruth (2014) in line with Balyan (2012) suggested that one of the goals of business owners is to make profits and the success of organization rests on the performance of employees: poor performance is damaging to organization's achievement. According to Gabriel (2014) the achievement of organization depends on how well or badly workers do their job in the organization; it may be that those workers are relating directly with clients or not. Organization that understands the effect of their workers' well or badly input will be in position to harness worker output and the rate at which they produce. If the performance of workers is well coordinated, it aids organization to improve on its profits and regularly meet sales goals. Tina (2014) in view about employees' performance suggested that the attitude people bring to work plays a huge role in their performance. If they are motivated, optimistic and open-minded, they will be productive, innovative and engaged. Rivette and Kline (2000) also in their view suggested that organization's ability to compete is fixed firmly in employees' ability, education and empirical knowledge.

Measure of Organizational Performance

Operational Efficiency

The importance of efficiency in the hospitality industry has continued to build with increase of services in today's society. Guests depend more on a diverse range of services that make their lives simple and easier. Hospitality industries must retain efficient operations to achieve positive customer satisfaction and retain their customers (Ghimire 2012). Operational efficiency according to Apruebo (2010), occurs when appropriate and right people, processes, and technology are combined together to deliver products or services to its customers by organizing the core processes in response to the changes in market forces. Several studies have emphasized the importance of efficiency as a factor that affects profitability and sustainability. Eskandari (2007) opined that a company's

overall efficiency and performance are closely related. Efficiency in an organization's operation relates to the optimum utilization of its resources. To survive and prosper, firms must produce their output from input efficiently. Neil (2019) viewed operational efficiency as the several techniques and strategies adopted to accomplish the basic goal of delivering quality goods and services to clients in the most cost-effective and timely manner. According to the author, resource utilization, production, distribution and inventory management are the most common aspects of operational efficiency. Kalluru and Bhat (2009) also explained operational efficiency as the proficiency of a corporation to curtail the unwelcomed and maximize resource capabilities so as to deliver quality products and services to customers. As indicated by Ndolo (2015), operational efficiency is the key determinant of the long-term solvency of businesses. In fact, micro-economic or firm-specific predictor of corporates' financial health revolves around operational efficiency (Ndolo, 2015).

Theoretical Review

Human Relations – Approach

Around the 1930s, Human-Relations Theory originated and introduced as a substitute perspective to the classical theory (Kreps, 1990). The theory originally was put to test by Mayo, Roethlisberger and Dickson's, which became known as the Hawthorne Studies (Roethlisberger and Dickson, 1939). The Hawthorne Studies brought to bear four major phases namely: the illumination studies, the relay assembly test room studies, the interview program, and the bank wiring room studies. The Human behaviour school of thought shifted from the prominence on output and work design to the interactions of individuals. Emphasis of the Human-Relations Approach dwells more on the needs of individuals in the organization, the employee's participation in decision-making and the opportunity to send and receive messages. Human Relations asserted that it is vital to determine the individual needs of organizational members and it is achieved within effective organization-worker communication. According to Skinner, Essen & Mersham (2001), effective management communication can be best accessed through the use of communication audit. Essentially communication is fundamental in the work of human resources. The importance of the Human Relations Approach is that it highlights the role of workers and social factors in the effectiveness of internal communication and the issues such as leadership. In sum, the human relation approach deals with the interaction between management and employees, their motivation and influence on organizational events. This throws more light on what management and employees ought to do to ensure effective internal communication. This approach will help the study to determine the usefulness of the various communications channels such as memos, circulars, telephone conversation, the use of Internet and face-to-face interaction.

Empirical Review

Lateral Communication and Organizational Performance

Kowang and Maizaitulaidawati (2019) conducted a study in Malaysia on the impact of communication and employee performance. This study aims to examine types of communication such as horizontal communication, downward communication and

upward communication that impact employee performance in a property development company in Malaysia. Survey questionnaire approach was applied to collect data in this study. A total of 120 respondents participated in this research. The results indicated that downward communication (DC) and horizontal communication (HC) have significant positive impacts towards employee performance.

Latuheru (2022) conducted a study in Indonesia. The study focus was on the effect of vertical, horizontal and diagonal communications on employee performance at the training board Maluku province. This study aims to analyze (1) the effect of communication consisting of vertical, horizontal and diagonal communication on performance and (2) the most dominant variable affecting employee performance at the Education and Training Agency of Maluku Province. The results showed that (1) vertical, horizontal and diagonal communication together had a positive and significant effect on the performance of the Education and Training Agency employees of Maluku Province by 78.9% and (2) horizontal communication was the most dominant variable affecting the performance of the Education and Training Agency employees 64.9%.

Diagonal Communication and Organizational Performance

Femi (2014) empirically studied the Impact of Communication on Workers' Performance in Selected Organisations in Lagos State, Nigeria. This study examines the significant relationship between communication and workers' performance in some selected organisations in Lagos State, Nigeria. Data for the study were collected through questionnaire with sample population of 120 respondents. The result of this study reveals that a relationship exists between effective communication and workers' performance, productivity and commitment. The study recommended that managers would need to communicate with employees regularly to improve workers commitment and performance.

Nebo et al, (2015) conducted a study on the role of effective communication on organizational performance: a study of Nnamdi Azikiwe University, Awka. The survey research method was adopted for the study and the study relied much on secondary and primary data. The population of this research work was drawn from the Academic and Non-academic staff of UNIZIK. The population is made up of 170 non-academic and 130 Academic Staff. The sample size of 166 was determined using Taro Yamane technique and stratified random sampling. Chi-square was used to analysis the hypotheses. For instant, there is a significant relationship between effective communication and employee performance in UNZIK. The findings from the study show that effective communication is the remedy to effective and efficient management performance of employees in an organization.

Downward Communication and Organizational Performance

Atambo and Deborah (2016) empirically studied on the Effects of Internal Communication on Employee Performance. The purpose of the study was to explore the effects of communication on employee performance in the context of the Kenya Power

and Electric Company, South Nyanza Region. The population under study was 256 employees who were currently working at the South Nyanza Region, but the researcher only targeted 30% of this since the number was large. The sampling technique was stratified random sampling to improve on precision and representativeness of the whole population. Data was collected by the use of questionnaires which were availed to the sample population. It was found that downward communication is appreciated by KPLC thus information is timely, enhancing performance.

Kowang and Husin, (2019) carried out empirical research on internal communication and employee performance. Their study aims to examine types of communication such as horizontal communication, downward communication and upward communication that impact employee performance in a property development company in Malaysia. Survey questionnaire approach was applied to collect data in this study. A total of 120 respondents participated in this research. The results indicated that downward communication (DC) and horizontal communication (HC) have significant positive impacts towards employee performance.'

Methodology

The study is a quantitative and a correlational study. Questionnaires were used in getting the necessary data with the help of research assistance. The populations of this study are hotel employees working in twelve (12) selected hotels in Obio Akpor local government area, Rivers state. The population size for the study was two hundred and fifty-nine hotel employees. The sample size for this study will be derived using Taro Yamene formula for finding a large sample size with a known population. The estimated formula as suggested by Taro Yamene with a significance level of 5% is calculated as below:

The formula / calculation shown below;

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

Thus,

n = sample size sought

N = population size

e= level of significance

With the total population of 259 and a 95% level of confidence (0.05), the sample size is determined as follows:

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

$$n = \frac{259}{1 + 259(0.05)^2}$$

$$n = \frac{259}{1 + 259(0.0025)}$$

$$n = \frac{259}{1 + 0.6475}$$

$$n = \frac{259}{1.6475}$$

$$n = 157.2$$

n \cong 157 hotel employees

The questionnaire question was split into two portions to address the research topic. 157 hotel employees would be asked questions on issues that pertain to the research objectives of this study. Their feedback was used for the data analysis. Bivariate correlation approaches were used to analyze the data using the Statistical Package for Social Sciences (SPSS). Analyses of the data were conducted using a 95 percent confidence level. Pearson Product Moment Correlation coefficient which studies the relationship between variables is the tool that was used to test the relationship between internal communication and organizational performance.

The non-probability sampling technique known as purposive sampling technique were used to share questionnaires to selected head of different departments in the hotels under study and employees that have worked with the hotel for three (3) years and above. The reason for using this sampling technique is because the researcher intends to select individuals or cases based on specific criteria relevant to the research objectives. The researcher shared questionnaire deliberately to department that possess certain characteristics or experiences important to the study. In light of the study's characteristics, the researcher focused on different head of departments such as food and beverages manager, housekeeping manager, front office manager, auditor, financial controller, head of store, human resources manager, assistant general manager, general manager, experienced employees and other relevant supervisors.

Results
Demographic Data Presentation

1: Gender

■ Male ■ Female

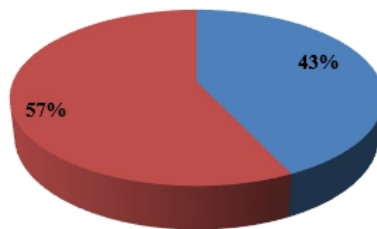


Fig. 1

In the study, participant was asked question concerning their gender; information on figure 1 shows that most of them were females 57.0% while the rest were males 43.0%.

2: Age

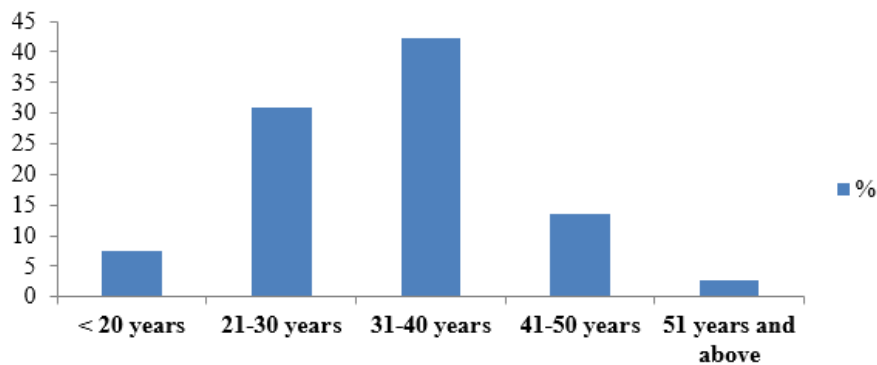


Fig. 2.

In the study, participant were asked question concerning their age; information on figure 2 shows that most of them were within the age range of 31-40 years 42.3%, followed by those that are within the age range of 21-30 years 30.9%, followed by the participant that were within the age range of 41-50 years 13.6%, followed by the one that were within the age range of 20 years and below 7.4% while the ones that are within the age range of 51 years and above had the least proportion 2.7%.

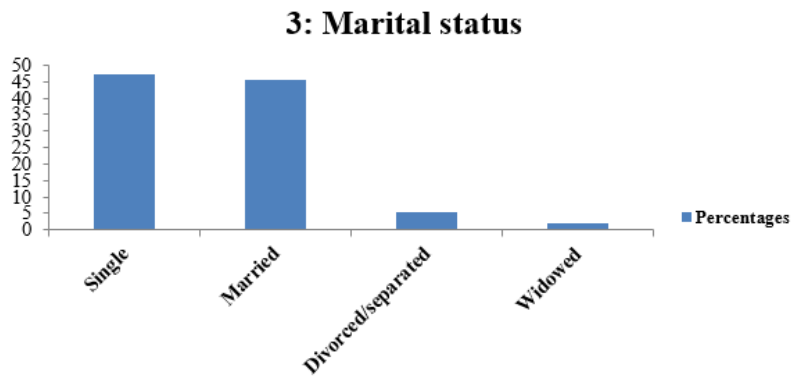


Fig. 3

Questions were asked concerning the hotel employee's marital status, information on figure 3 shows that most of them were single 47.0%, followed by those that were married 45.6%, followed by those that were divorced/separated 5.4% while those that have lost their partner had the least proportion 2.0%.

4: Educational Qualification

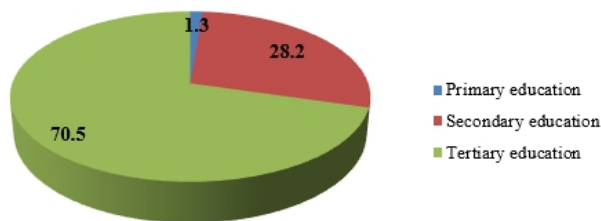


Fig. 4

Questions were asked concerning the educational qualification of the study participant; most of them had finished tertiary education 70.5%, followed by those that had finished secondary education 28.2%, followed by those that had finished only primary education 1.3% while none of the participant had formal education. (See figure 4).

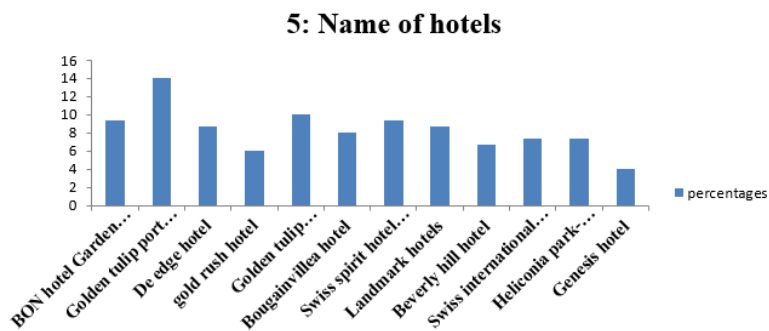


Fig. 5

Questions were asked concerning the name of the hotel the employees are working for; golden tulip port Harcourt GRA had the highest proportion 14.1%, followed by those working with golden tulip Abacha road 10.1%, the employees working for with BON hotel Garden city Port Harcourt had the same percentage 9.4%, those working with De edge hotel and landmark hotel had the same proportion 8.7%, followed by those working with Bougainvillea hotel 8.1%, the employees working with Swiss spirit hotel Danag and Heliconia park Port Harcourt hotel had the same proportion 7.4%, followed by the employees working with Beverly hill hotel 6.7%, followed by those working with gold rush hotel 6.0% while those working with Genesis hotel had the least proportion 4.0% as shown in figure 5.

Univar Ate Analyses

DECISION RULE

If **Mean score > Criterion mean = accept variable otherwise, reject variable**
Grand mean > Criterion mean = accept variable otherwise, reject variable

Table 1: Descriptive Statistics of Items on Downward Communication

S/N	Items	Mean	STD	Remarks
1.	I perform my duties well in the hotel because superiors share information with us effectively.	3.1	.93480	Accepted
2.	The superior ensures that the employees understand policies and procedures of the hotel.	2.7	.88828	Accepted
3.	The superiors always make effort to keep employees up to date on developments in this hotel.	2.2	1.09916	Rejected
4.	The superiors frequently go for communication skill training in this hotel.	2.5	1.14050	Accepted

Criterion mean= 2.5; Grand mean=2.6

Table 1 showed the descriptive statistics result of items on downward communication. All the items showed a mean score that is above equal to and above 2.5 except item 3. This showed that the participant accepted all the items except for item 3. As for the grand mean score, the result was 2.6; this is greater than the criterion mean score of 2.5. What this entails is that the participant perceives downward communication as adequate and as such it can aid the performance of hotels in Port Harcourt.

Table 2: Descriptive Statistics of Items on Lateral communication

S/N	ITEMS	MEAN	STD	REMARKS
1.	Employees in this hotel are able to effectively communicate irrespective of size and location of the offices.	2.9	1.02349	Accepted
2.	In this hotel, Employees are able to share information, collaborate and solve problems in teams.	2.7	1.28463	Accepted
3.	Team meetings are conducted regularly in this hotel.	2.1	1.10459	Rejected
4.	Employees understand each other's ways of communication.	2.5	1.08152	Accepted

Criterion mean= 2.5; Grand mean=2.5

Table 2 showed the descriptive statistics result of items on lateral communication. All the items showed a mean score that is above equal to and above 2.5 except item 3. This showed that the employees accepted all the items except for item 3. As for the grand mean score, the result was 2.5; this is equal to the criterion mean score of 2.5. What this result mean is that the participant perceives lateral communication as adequate and as such it can aid the performance of hotels in Port Harcourt.

Table 3: Descriptive Statistics of Items on Diagonal Communication

S/N	ITEMS	MEAN	STD	REMARKS
1.	Diagonal communication has a positive impact on teamwork and collaboration within my department and other department	2.8	1.05949	Accepted
2.	The management orient the employees on the importance of diagonal communication	2.9	.92646	Accepted
3.	Diagonal communication enhances organizational efficiency	2.8	.92749	Accepted
4.	Effective diagonal communication enhances productivity	3.0	1.02993	Accepted

Criterion mean= 2.5; Grand mean=2.8

Table 3 showed the descriptive statistics result of items on Diagonal communication. All the items showed a mean score that is above 2.5. This showed that the employees accepted all the items on diagonal communication. Secondly, the grand mean score was 2.8; this is greater than the criterion mean score of 2.5. In conclusion, it means that the employees perceive diagonal communication as adequate and as such it can aid the performance of hotels in Port Harcourt.

Table 4: Descriptive Statistics of Items on Operational Efficiency

S/N	ITEMS	MEAN	STD	REMARKS
1.	The employees offer help and support to other teammate.	3.2	.85938	Accepted
2.	The employees are always punctual to work.	2.4	1.06819	Rejected
3.	I manage my time well in completing task giving to me by my superiors	2.7	1.09655	Accepted
4.	Resources, equipment and supplies are effectively allocated in my department.	2.4	1.09287	Rejected

Criterion mean= 2.5; Grand mean=2.6

Table 4 showed the descriptive statistics result of items on operational efficiency. Item 1 and item 3 showed mean score above 2.5 while item 2 and item 4 showed a mean score below 2.5. This means that the employees accepted some of the items and rejected the others. For the grand mean score, the result was 2.6, this mean that the employees perceive operational efficiency as adequate and as such it can aid organizational performance of hotels in Port Harcourt.

Testing of Hypotheses

H₀.1 There is no significant relationship between Lateral communication and operational efficiency in selected hotels in Obio Akpor local government area, Rivers State.

Decision rule: If P-value is greater than alpha value, accept the null hypothesis. If P-value is less than alpha value, reject the null hypothesis.

Table 5: Statistical Analysis of Hypothesis One

		Lateral Communication	Operational Efficiency
Lateral communication	Pearson Correlation	1	.476**
	Sig. (2-tailed)		.000
	N	149	149
Operational efficiency	Pearson Correlation	.476**	1
	Sig. (2-tailed)	.000	
	N	149	149

Correlation is not significant at the 0.05 level (2-tailed)

The result in table 5 showed the Pearson correlation to be 0.476; this mean that there is a moderate positive linear relationship between lateral communication and operational

efficiency. The significant value of 0.000 ($P < 0.05$) reveals a significant relationship. Based on this, the null hypothesis was **rejected**. This implies that, there is a significant relationship between Lateral communication and operational efficiency in selected hotels in Obio Akpor local government area, Rivers State.

H₀:2 There is no significant relationship between diagonal communication and operational efficiency in selected hotels in Obio Akpor local government area, Rivers State.

Decision rule: If P-value is greater than alpha value, accept the null hypothesis. If P-value is less than alpha value, reject the null hypothesis.

Table 6: Statistical Analysis of Hypothesis Two

		Diagonal Communication	Operational Efficiency
Diagonal communication	Pearson Correlation	1	.568**
	Sig. (2-tailed)		.001
	N	149	149
Operational efficiency	Pearson Correlation	.568**	1
	Sig. (2-tailed)	.001	
	N	149	149

Correlation is not significant at the 0.05 level (2-tailed)

Table 6 showed the Pearson correlation result to be 0.568; this value means that there is a strong positive linear relationship between diagonal communication and operational efficiency. The significant value of 0.001 ($P < 0.05$) reveals a significant relationship. Based on this, the null hypothesis was rejected. This means that there is a significant relationship between diagonal communication and Operational efficiency in selected hotels in Obio Akpor local government area, Rivers state.

H₀:3 There is no significant relationship between downward communication and operational efficiency in selected hotels in Obio Akpor local government area, Rivers State.

Decision rule: If P-value is greater than alpha value, accept the null hypothesis. If P-value is less than alpha value, reject the null hypothesis.

Table 7: Statistical Analysis of Hypothesis Three

		Downward communication	Operational efficiency
Downward communication	Pearson Correlation	1	.576**
	Sig. (2-tailed)		.000
	N	149	149
Operational efficiency	Pearson Correlation	.576**	1
	Sig. (2-tailed)	.000	
	N	149	149

Correlation is not significant at the 0.05 level (2-tailed)

Table 8 showed the Pearson correlation result to be 0.576; this value signifies that there is a strong positive linear relationship between downward communication and operational efficiency. The significant value of 0.000 ($P < 0.05$) reveals a significant relationship. Based on this, the null hypothesis was **rejected**. There is a significant relationship between downward communication and operational efficiency in selected hotels in Obio Akpor local government area, Rivers State

Discussion of Findings

Relationship between Lateral Communication and Operational Efficiency

The first hypothesis (H_{0_1}) stated that there is no significant relationship between Lateral communication and operational efficiency in selected hotels in Obio Akpor local government area, Rivers State. This was tested at 0.05% level using Pearson product-moment correlation analytical techniques. Result obtained from analysis revealed a P-value of 0.000 while the alpha was 0.05. Hence following decision rule, the null hypothesis was rejected, this means that there is a significant relationship between there is no significant relationship between Lateral communication and operational efficiency. The analysis also showed Pearson correlation coefficient to be 0.476 and coefficient of determination of 22.6%; this implies that an increase in Lateral communication will enhance operational efficiency in selected hotels operating in Port Harcourt by 22.6% while other variables are responsible for the remaining 77.4%. This finding agreed with the study conducted by Kowang and Maizaitulaidawati (2019) in Malaysia; there study focus was on the impact of communication and employee performance. The results indicated that downward communication (DC) and horizontal communication (HC) have significant positive impacts towards employee performance. It is also consistent with the findings from the study conducted by Latuheru (2022).

The second hypothesis (H_{0_2}) stated that diagonal communication and operational efficiency in selected hotels in Obio Akpor local government area, Rivers State. This was tested at 0.05% level using Pearson product-moment correlation analytical techniques. Result obtained from analysis revealed a P-value of 0.001 while the alpha was 0.05. Hence

following decision Rule, the null hypothesis was rejected, this means that there is a significant relationship between diagonal communication and operational efficiency. The analysis also showed Pearson correlation coefficient to be 0.568 and coefficient of determination of 32.3%; this coefficient determination value implies that diagonal communication can enhance operational efficiency by 32.3%. Other unknown variables are responsible for the remaining 67.7%. This finding agreed with the study conducted by Adilu (2022); the study focus was on Internal Communications and Organization Performance in Zanzibar Public Institutions. The findings showed that employees sighted the benefits of internal communication in their organization performance since their activities were planned and implemented by internal communication and hence employees were able to remind each other of the working agreement as the principle to achieve organization plan and objectives.

The third hypothesis (H_{03}) stated that there is no significant relationship between downward communication and operational efficiency in selected hotels in Obio Akpor local government area, Rivers State. This was tested at 0.05% level using Pearson product-moment correlation analytical techniques. Result obtained from analysis revealed a P-value of 0.000 while the alpha was 0.05. Hence following decision rule, the null hypothesis was rejected, this means that there is a significant relationship between downward communication and operational efficiency. The analysis also showed Pearson correlation coefficient to be 0.576 and coefficient of determination of 33.1%; what this entails is that downward communication can enhance operational efficiency by 33.1% while other unknown variables are responsible for the remaining 66.9%. this result is consistent with the findings from the study conducted by Atambo and Deborah (2016); their study focus was on the Effects of Internal Communication on Employee Performance. Their findings showed that downward communication is appreciated by KPLC thus information is timely, enhancing performance.

Conclusion

The focus of this paper was to find out the relationship between internal communication and organizational performance of hotels operating in Obio Akpor local government area, Rivers State. Lateral communication, diagonal communication and downward communication were used as the dimensions for this study while operational efficiency was used as the measure of organizational performance. To achieve the study aim, three (3) objectives were used for the study; this was used to formulate the research questions and hypotheses. Pearson product moment correlation coefficient was used to test the relationship between the variables. The result showed that there is a positive significant relationship between all the dimensions and measure employed for this study. In conclusion, Organizational performance is very vital for the success of every hotel establishment, the ability of a hotel establishment to have a successful lateral communication, diagonal communication and downward communication will enhance organizational performance. These mean that internal communication is relevant in enhancing the performance of hotel industry in Port Harcourt.

Recommendations

1. Management and head of department should make sure they communicate the various duties they expect from the employees regularly. This will enhance operational efficiency.
2. Different department and unit should make it a habit to communicate with one another when carrying out their different duties and functions.
3. Employees should always communicate with each other on ways to improve on their operational efficiency.
4. The management should train the employees on the importance of communication on monthly bases.

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