



Effects of Internal Communication on the Job Performance among Personnel of the Nigeria Police Force

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ABSTRACT

Personnel of the Nigeria Police Force have faced criticism from the Nigerian people owing to rising cases of insecurity and experts have cited poor communication and intelligence gathering as reasons for the incessant security breaches across the nation. Consequently, this study explored the moderating effects of work motivation on the relationship between internal communication and job performance among personnel of the Nigeria Police Force. Although a total of 224 copies of questionnaire were administered to the personnel of the Nigeria Police Force in Nasarawa State, North Central Region through a systematic sampling technique, the survey yielded 68% usable response rate (153) which were subsequently analysed using Statistical Package for Social Scientists. It was found that all the three dimensions of internal communication, namely, horizontal communication, downward communication and upward communication significantly have positive and direct effects on job performance and that work motivation significantly and statistically moderated relationship between internal communication and job performance among personnel of the Nigeria Police Force. It is recommended that Inspector General of Police put in place motivational programmes that will encourage useful exchange of information across police hierarchy.

Key words: Job performance, horizontal communication, downward communication, upward communication and work motivation.

I. Introduction

The Nigeria Police Force as an organization is mainly responsible for maintaining public order and safety, enforcing the law, preventing, detecting, and investigating criminal activities (Idowu, 2013). They also perform some functions which require the exercise of their discretion and therefore Nigeria Police Force is the most important law enforcement agency in Nigeria. However, in the recent time personnel of the Nigeria Police Force have faced criticism from the Nigerian

people owing to rising cases of insecurity across the nation and experts have identified lack of intelligence gathering and non-sharing of information and communication among personnel of the force as the main impediment to effective policing (Ghoami & Abdulrauf, 2018). To enable Police organisation efficiently and effectively carry out their responsibilities, there exists a command structure headed by the Inspector General of Police, followed by the Deputy Inspector General, the Assistant Inspector General, the Commissioner of Police in charge of contingents in a State, down to Constable. Consequently, all orders, directives and instructions to perform or carry out the duties with which the Police is called, flows from the Inspector General of Police, through the chain of Command to any officer positioned to implement such order.

Thus, information and communication within the rank is imperative and effective communication should provide police executives with a vital tool for co-coordinating the activities of all departments. This is because, most of the necessary management process such as planning, organizing, leading, and controlling cannot be achieved without effective internal communication. Keyton (2011) defines information as the message that is conveyed and communication as the process of how it is conveyed. This view is also shared by Eisenberg (2010) who also suggested that communication entails sender, channel, receiver and message. Specifically, communication can influence employees work performance especially if they are adequately motivated. Employee performance is an organizational principle that analyses if employees properly execute jobs, duties, and responsibilities for which they were hired. The extent to which an employee performs his/her roles determines the extent to which an organizational itself achieves goals and performance. Since co-ordination is concerned with the interrelationships of separate police activities, it can be no better than the transfer of information about activities from one point to another (Ezezue, 2008). However, employees would



have to be motivated to use internal communication so as to enhance performance and Roos and Van Eeden (2013) defines work motivation as keenness to exhibit a particular behavior.

Broadly, there are two forms of communication, namely, external communication and internal communication. External communication is directed to the outside and involves the communication between an organization and its environment which may include government agencies, institution and general public (Theaker, 2001). Internal communication, on the other hand, ensures flow of information within and across various layers of organisation: horizontally, upwardly and downwardly. Although the Nigeria Police Force communicate with the external environment frequently in the process of performing their constitutional responsibilities, this study assessed moderating effects of work motivation on the relationship between each dimension of internal communication and job performance among personnel of the Nigeria Police Force. Unlike previous researches for example, Asamu (2014), Kuachai, Narkuwatchora, Siripool and Viliafert (2018) that assumed unidimensionality of internal communication; this current investigation decomposed internal communication into its three dimensions, namely, horizontal communication, downward communication and upward communication in ways to enable management to devise appropriate strategy on dimensions that are most impactful. Although previous studies such Kalogiannidis (2020), Ali and Haider (2012), Onifade, Temitayo, Opele, Adesayo and Okafor (2018) have explored relationship between internal communication and job performance, no study till date has established contingent effects of work motivation on communication and job performance relationship especially among personnel of law enforcement agency of a developing country like Nigeria, hence, the need for this research. Therefore, this investigation provided answers to the following research questions: how has work motivation moderated relationship between internal communication (horizontal communication, downward communication and upward communication) and job performance among personnel of the Nigeria Police Force?

II. Literature Review

Definition and Meaning of Internal Communication

Internal communication consists of structured communication occurring within the organization directly related to achieving organizational goals (Kalogiannidis, 2020). In other

words, structure implies that communication is part of the operations of the organization. Similarly, Cheney (2011) describes internal communication as patterns of meanings and the human interaction that takes place within an organization. In essence, internal communication tends to overlap with the process of organizing and structures which make communication theorists to conclude that no company can survive for long without clear communication of goals, values and strategic choices of an organization.

Kalogiannidis (2020) identifies downward communication, upward communication and horizontal communication as the most prevalent communication flows within an organization. Naturally, both downward and upward communication flow between management and employees; while horizontal communication happens between employees in the same department in the same level. Theaker (2001) opines that in addition to the three aforementioned kinds of internal communication, crisscross communication which minimizes boundaries between individuals in groups across different levels could also be effective in improving productivity among employees in an organization. However, organization effectiveness may further be enhanced if communication flows without any hindrances, otherwise, grapevine which is largely uncontrollable but consists of gossips and rumour may set in.

Internal communication can serve different purposes and Nebo, Nwankwo and Okonkwo (2015) enumerate the following five functions of communication: work communication – the communication needed for employees within the organization to conduct their daily tasks; news communication – informing employees about the latest news in the organization; change communication which is outside the regular news communication but involving unplanned events; and culture communication which involves how a company manages and leads people on culture and values it holds dearly.

Several communication channels can be used to communicate with employees internally. Monge and Contactor (2003) and Littlejohn (2001) list written, oral and electronic as the most commonly use channel. Written communication can take the form of memos, notice boards, staff magazine and internal newsletters. The advantages with the written channel are that the reader can go back to the information again if needed and that these methods can reach the receiver in different places. The written form is nevertheless suitable for



presenting facts and documentation. However, written channels reduce the possibilities for two-way communication and dialogue (Ezezue, 2008).

Oral communication consists of meetings and conversations between management and workers. According to Emwinromwankhoe and Ekharefo (2022) a meeting or seminar or conference is the most effective direct communication channel and that formal meeting are suitable for discussing changes and problems, and is appropriate for smaller groups, while informal meetings usually take place daily at the coffee table or along the office corridors. The oral dialogue, in comparison to the written channel, has clear advantages since it deals with direct contact and has great possibilities for exchange of ideas. Formal meetings are costly, time consuming and often limited to small groups.

Electronic communication represents tools such as electronic mail (e-mail) and Intranet which provides an opportunity to send messages in the form of text, pictures and sound to one or several individuals, with an almost unlimited possibility to store the information as well as capacity to process information (Heide, 2005). One advantage with e-mail is that it creates interaction and facilitates two-way communication between the sender and receiver. According to Monge and Contractor (2003) the quality of decisions also improves as more e-mail users share their input on ideas and proposals. In addition, it gives employees instant access to valuable information needed in their daily tasks.

Models of Communication

In order to explain the social process of communication, scholars have developed several models. The three well-known models for communication are Linear, Interactional, and Transactional. The linear model originally developed by Shannon and Weaver in 1948 describes communication as a linear process whereby the sender transmits a message to a receiver (West & Turner, 2007). The sender initiates the communication. In an organization, the sender is a person who has a need or desire to convey an idea, concept or instructions to the receiver who is the individual to whom the message is sent. The sender encodes the idea by selecting words, symbols, or gestures with which to compose a message (the outcome of the encoding, which takes the form of verbal, nonverbal, or written language). The message is sent through a channel, which is the

carrier of the information. The medium can be a face-to-face conversation, memorandum, signal, email, reports, use of walkie talkies or other means which can be used to pass the message to the receiver.

In a move to a more dynamic view of communication, interactional models that incorporate both verbal and nonverbal feedback and in which communication and feedback flow between sender and receiver were developed. With interactional communication model, communication moves from linear to a circular process in which participants are both senders and receivers of messages (Littlejohn, 2001). Innovatively, interactional communication models emphasise communication context experience and culture of each participant which could affect meaning adduced.

The transactional model views communication as a cooperative action in which communicators co-create the process, outcome and effectiveness of the interaction thereby creating shared meaning in a more dynamic process. It is the first model to portray communication as a simultaneous transaction in which messages and feedback are being exchanged at the same time between communicators. Since the parties are engaged in transaction, their field of experience tends to overlap. Useful concepts such as noise and context were included in this model.

Ludwig von Bertalanffy, a biologist, proposed the general system theory in 1968 to describe the linkage between parts and the whole of living (Weckowicz, 2000). Ludwig tries to explain the importance of communication for the survival of any system. This theory states that organizations are just like any other system consisting of various components which include resources, management, and employees. According to Monge and Contractor (2003) system theory is more valid and appropriate for internal communication because it acknowledges the significance of communication in improving organizational wide functioning. Therefore, achieving positive performance and growth by this system depends on the ability of these components to communicate effectively. This is because it helps maintain the effectiveness and efficiency of the system through the hierarchy, feedback, and wholeness (Mahajan, Bishop and Scott, 2012). Hierarchy suggests organizational structure depicting network of relationships among position holders while wholeness means system interconnectedness where individual system contributes to organisation's existence. Feedback allows decision makers to stay on top of



organisation's challenges and initiate corrective measures. According to Littlejohn (2001) systems theory is more valid and appropriate in internal communication

Conceptual Framework

The proposed conceptual for this research is derived from two strands of literature on organization communication (Littlejohn, 2001, Stuart, Sarow&Stuart, 2007, Eisenberg, 2010) and organization theory of motivationand performance (Goris, 2007, Chaudhary & Sharma, 2012). Thus, the concepts of job performance, work motivation and three dimensions of internal communication, namely, horizontal communication, downward communication and upward communication were isolated for this research owing to their importance for organisational effectiveness and thus, inter relationships among them were empirically determined.

Employee Job Performance

Employee performance is the level of achievement of a person's job based on job requirements or a work standard which is the level expected for a particular job to be completed and

continues to be compared with the goals or targets to be achieved or reached (Chaudhary & Sharma, 2012). Job performance has been defined as the way by which workers perform the tasks of the organization, thereby linking the behavior of workers with the norms of the company itself (Roos & Van Eeden, 2013)) and every business, performance has been assessed by fundamentals of the business relating to sales, revenue or earnings. However, nonfinancial indicators such as satisfaction, motivation, and absenteeism are crucial to the performance of the business because they relate to human resource – a key factor for organisational success. According to Wang (2005) the right measurement can be done in the following ways: First, the quality of work, how well the process or results of carrying out the activity are close to perfection in terms of conformity with the ideal way of carrying out an activity or meeting the set objectives. Second, by looking at the quantity of work produced as expressed in monetary value and the number of activity cycles that have been completed. The third criterion relates to the timeliness which means how results are produced at the earliest desired time. According to Eisenberg (2010) communication strategies, systems, and practices do play a central role in high-performance

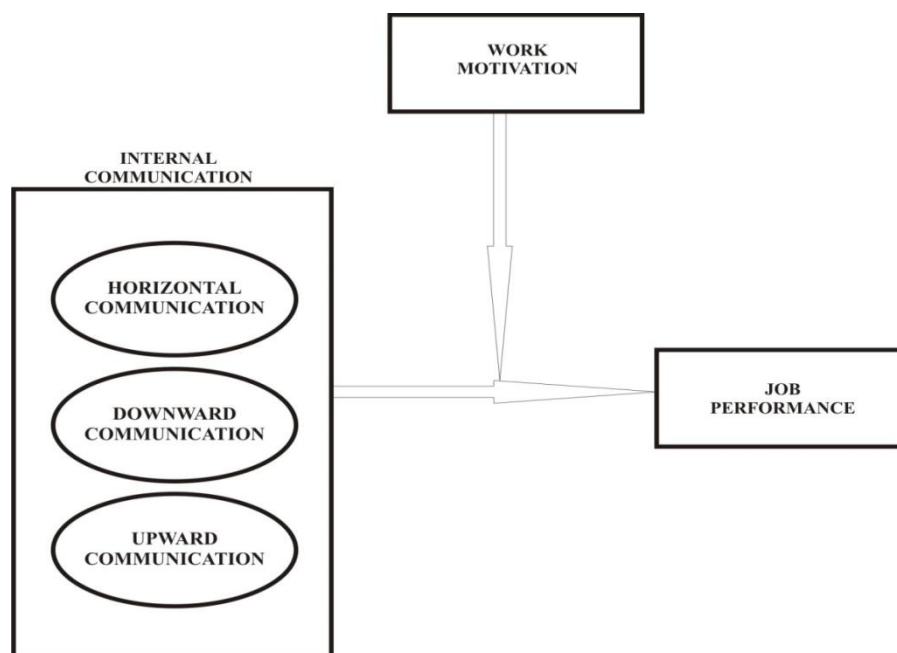


Diagram: 1 Conceptual Framework



Horizontal Communication

Horizontal communication is associated with exchange of information or ideas across the same level or departmental unit in an organization. Kalogiannidis (2020) opines that with horizontal business communication, the message is effectively transmitted along a specific or defined level in an organization and may not move beyond that particular level. Horizontal communication helps employees to directly share essential information, actively participate in problem solving, process and collaborate to ensure successful execution of different assigned duties and responsibilities. Effective horizontal communication normally results in a higher quality of information exchange in an organization. This is based on the fact that it occurs directly between the different employees working in the same departmental or at the same level in the organization. Research indicates that most organizations rely on horizontal communication to ensure proper coordination of different activities across organization. Another importance of horizontal communication is that it ensures stronger relationships among the employee which in the long run improves the general productivity and performances of the entire employee group in an organization (Asamu, 2014). Hence, it was proposed in Hypothesis 1a: *There is a significant relationship between horizontal communication and employee performance*

Downward Communication

Downward communication is associated with messages being transmitted right from superiors to the different subordinates in the organization. In this case information flows from the top management to lower level employees. The transmission of messages under downward communication is done from top to bottom along the organization's hierarchy (Kalogiannidis, 2020). Under this form of communication, employees are able to share knowledge and information with other different superiors at the different levels of management. Stuart, Sarow and Stuart (2007) argue that interacting and sharing ideas with the most experienced and qualified managers or superiors motivate employees to perform better in an organization. Hence, it was proposed in Hypothesis 2a: *there is a significant relationship between downward communication and employee performance*

Upward Communication

Most business researchers have described upward communication as the mode of communication that involves transfer of information from subordinates to their managers or superiors in an organization (Kalogiannidis, 2020). Studies indicate that under upward communication, the different essential messages are shared from the bottom to top along the defined hierarchy of an organization. Upward communication is normally utilized when subordinates request for different opinions or information from their superiors. The different aspects of upward communication improve the levels of cooperation between the employees and the top management or superiors. Studies indicate that upward communication in any business entity allows employees to freely express their opinions or feelings concerning the nature of the job and other pressing issues at the workplace. This has a great impact on their ability to perform efficiently on their different task or obligations. Hence it was hypothesized Hypothesis 3a: *There is a significant relationship between upward communication and employee performance*

Work Motivation as a Moderator.

Motivation is the inner energy that drives individual behavior. According to Jansen, Jonge and Bakker (1999) work motivation occurs when employees show enthusiasm towards their job. Motivation is sometimes seen as a driver of work related behavior and therefore Robbins (2008) argues that motivation is a process that explains the direction, intensity and perseverance of an employee to attain some personal and organizational goals. However, not a single set of factors drive job satisfaction or job dissatisfaction. Motivation may come from work content and Jansen, Jonge and Bakker (1999) believe intrinsic motivation includes achievement, recognition, responsibility, growth and advancement because they come from within and they are the real motivators. Extrinsic factors represent those basic job rewards such as salary, fringe benefits, working conditions, promotion offered to employees by the employers at point of recruitment. However, positive rating of hygiene factors by employees would not lead to motivation but rather ensure the absence of dissatisfaction because the opposite of job satisfaction is not job dissatisfaction but no satisfaction. Chaudhary and Sharma (2012) argued that employee with high motivation tend to achieve higher productivity than does lowly motivated worker. Thus Hypothesis 1b:



work motivation moderates relationship between horizontal communication and job performance among Nigerian police officers. Hypothesis 2b: work motivation moderates relationship between downward communication and job performance among Nigerian police officers. Hypothesis 3b: work motivation moderates relationship between upward communication and job performance among Nigerian police officers

III. Methodology

The research method adopted for this study falls under positivism which deals with quantitative research. The quantitative research significantly relies on the collection of numerical data in order to establish relationship amongst variables using generated numerical values. The population of the study consisted of all personnel of the Nigerian police force and 224 sample size was taken through

systematic random sampling technique. Guided by the staff list provided by the management of Nasarawa State Police Command, North Central, Nigeria, every 50th staff on the check list was chosen to participate in the study. The research instrument was a structured questionnaire, and items that tapped all the constructs were measured ordinally on a five point likert rating scale while basic data on the demographics respondents were measured nominally. Job performance which was the dependent variable consisted of 8 items and all three dimensions of internal communication which are the independent constructs consisted of 15 items as well as 6 – item work motivation construct which served as moderator were measured on five point likert rating scales as follows: unmotivated at all measured as 1, unmotivated as 2, not sure as 3, motivated as 4 and highly motivated as 5 all adapted from the work of (Negarandeh & Ghasemi, 2015).

Table 1: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Approx. Chi-Square		3991.577
Bartlett's Test of sphericity	df	66
	Sig.	.000

Source: Authors' field work, 2024

In order to minimize negative effects of common method bias, Harman single factor test was performed on the data by entering all observed variables under the condition of extracting one factor using SPSS 22 version and the results of factor analysis showed that factor loadings explained only 29.18% of variance. Thus, Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was 0.898 while Bartlett test of sphericity was significant at $p > 0.005$ (see table 1).

Also, interconnections among indicators were measured and Variance Inflated Factor (VIF)

for each item was within the acceptable range of less than 3.3 (see table 2) as recommended by (Hair, Ringle & Sarstedt, 2011), thus, multicollinearity is not a problem in this study. Reliability of data was assured after cronbach alpha coefficients of 0.860, 0.776, 0.803, 0.786 and 0.791 for job performance, upward communication, downward communication, horizontal communication and job motivation respectively were obtained from data analysis. Similarly, factor loadings for each item that tapped the five constructs were at least 0.7 and impressive as gleaned from table 2

Table 2: Factor Loading and Variance Inflated Factor (VIF) of the Items and Constructs

construct	items	Factor loading	VIF
Job Performance	I am a top performer when it comes to intelligence gathering	0.878	1.34
	I perform the job of investigation very well	1.698	2.45
	I do participate in the work of containing riot diligently	0.901	3.23
	I am a top cop when it concern arresting criminals	0.879	0.79
	I do participate actively in crime prevention	0.902	2.67
Job motivation	My job increases my self esteem	0.875	1.23
	When I perform my job well it contributes to my growth	0.881	3.02



	My work gives me a sense of accomplishment	0.	879	3.22
	Reward I receive from my work satisfies me	0.	950	2.95
	My work gives me pleasure	0.	929	1.56
Downward communication	I have access to information from my superior	0.	763	1.12
	I derive knowledge on what to do from my superior	0.	720	0.21
	My superior always ensures that I have continue information on new assignment	0.	670	0.89
	Communication on special assignment from superior is constant	0.	662	0.23
	Information on my performance comes regularly from my superior	0.	865	1.54
Upward communication	I provide prompt feedback to my superior concerning my work	0.	665	1.16
	I discuss any change about task required from my superior	0.	697	1.32
	I communicate grey areas about my assignment to my superior	0.	918	3.03
	I inform my superior on new ways of doing things as they occur to me	0.	875	3.11
	My superior encourage upward communication	0.	772	0.37
Horizontal communication	I normally share knowledge with fellow workers	0.	714	2.22
	I do take advice from fellow workers	0.	735	1.95
	I discuss any change to my work with fellow workers	0.	912	0.27
	Fellow workers do give me advice on new ways of doing things	0.	704	2.90

Source: Authors' field work, 2024

IV. Findings

Features of the Respondents

A total of 224 copies of questionnaire were administered to respondents, but only 175 were returned. However, only 153 copies were suitable for data analysis and therefore the survey yielded 68% response rate. Descriptive statistics showed that 105 of the respondents were male while 48 of them were female. On their marital status, 43 of the respondents were single, 71 were married, 6 were divorced, 22 were widows and 11 were separated. Also, data analysis revealed that 2 of the respondent had primary school leaving certificates, 62 had WASCE/NECO (SSCE) certificates as their highest educational qualification, 6 had OND/NCE certificate, 49 were HND/B.SC holders, 27 had master degree, and the remaining 12 had other qualifications like adult literacy certificates. On employee's years of service in the Nigeria police force, 51 have spent between 1-10 years in the service., 68 have served between 11 - 20 years; 31 have served between 21 and 30 years and 3 have served for more than 30 years.

Hypothesis Testing

In the preliminary analysis, Z scores for all the three independent variables (horizontal communication, downward communication and upward communication) and moderating variable (work motivation) were first calculated before intersections between each independent construct and moderator (work motivation) were established using Statistical Package for Social Scientist (SPSS) version 22. In order to test hypothesis 1a that states "there is a significant relationship between horizontal communication and employee performance"; hypothesis 2a which states "there is a significant relationship between downward communication and employee performance"; and hypothesis 3a which states "there is a significant relationship between upward communication and employee performance"; an hierarchical regression analysis was performed on the data at 95% confidence level. First, the control and independent variables as well as moderating variable were entered into the SPSS to generate model 1. Afterwards, intersection was included in the analysis to generate model 2. The results showed that all independent variables (horizontal communication, downward communication and upward communication) directly and positively affected job



performance as $\beta = 0.295$, $t = 3.263$, $p < 0.002$ to confirm hypothesis 1a; $\beta = 0.675$, $t = 10.780$, $p < 0.001$ to support hypothesis 2a; and $\beta = 0.266$, $t = 3.122$, $p < 0.003$ to confirm hypothesis 3a. The coefficients of determination which is R^2 for the three hypotheses as shown in table 3 were 0.728, 0.802 and 0.722 and could be interpreted that 73%, 80% and 72% of variations found in job performance among personnel of the Nigeria Police Force have been significantly explained by horizontal communication, downward communication and upward communication respectively. These are high predictive powers as suggested by Hair, Ringle and Sarstedt (2011) that R^2 value of 0.75, 0.50 and 0.25 are substantial, moderate and low respectively. Also, the fit of model 1 with the data in all the three hypotheses were confirmed as $F(2, 150) = 200.973$, $p < 0.000$ for hypothesis 1a; $F(2, 150) = 456.621$, $p < 0.000$ for hypothesis 2a and $F(2, 150) = 194.473$, $p < 0.001$ for hypothesis 3a; thereby supporting the fact that the independent variables, namely, horizontal communication, downward communication and upward communication statistically and significantly predict the dependent variable (job performance).

For moderating effects, the earlier formulated hypotheses might be restated as hypothesis 1b “work motivation moderates relationship between horizontal communication and job performance among Nigerian police officers”; Hypothesis 2b “work motivation moderates relationship between downward communication and job performance among Nigerian police officers”; and Hypothesis 3b “work motivation moderates relationship between upward communication and job performance among Nigerian police officers”. Consequently, model 2 was generated at 5% significance level and as revealed by table 3 total coefficient of determination, $R^2 = 0.811$ indicating R^2 change of 0.082 which suggested an additional 8% of the variance found in the job performance of Nigerian policemen as a result of moderating effects of work motivation on the relationship between horizontal communication and job performance even as estimated coefficient of interaction variable from table 4 showed $\beta = 0.446$, $t = 8.046$ and $p < 0.001$. This is statistically significant contribution as indicated by significant change F value of 64.745; and thus the overall model as a whole comprising both blocks of the variables is significant as shown in the ANOVA table where $F(3, 152) = 212.501$, $p < 0.001$.

Table 3: Model Summary for Direct and Moderating Effects of Work Motivation

Hypothesis	Model	R ²	Adjusted R ²	R ² Change	F Change	Sig.F Change
Hypothesis 1 Moderating Effects	1	.728	.725	.728	200.972	.000
	2	.811	.807	.082	64.745	.000
Hypothesis 2 Moderating Effects	1	.802	.800	.802	.456.621	.000
	2	.922	.901	.120	15.157	.028
Hypothesis 3 Moderating Effects	1	.722	.718	.722	194.473	.000
	2	.813	.809	.092	72.999	.000

Source: Authors’ field work, 2024

In the same vein, R^2 change of 12% and F value change of 15.157 were found in the relationship between downward communication and job performance when work motivation was the moderator even as unique estimated coefficient of interaction variable from table 4 showed $\beta = 0.196$, $t = 5.786$ and $p < 0.001$. Consequently, the overall model was statistically significant as $F(3, 152) = 569.914$, $p < 0.001$ and thus, work motivation moderated the relationship between downward communication and job performance among employees of the Nigeria Police Force. Moreover, R^2 change = 0.092 while F change = 72.999 (see

table 3) after work motivation moderated the relationship between upward communication and job performance as estimated coefficient of interaction variable from table 4 showed $\beta = 0.418$, $t = 8.544$ and $p < 0.001$. Interestingly, the overall model fit showed that $F(3,152) = 216.212$, $p < 0.001$, which was statistically significantly and thus, this supported hypothesis 3b which asserted that work motivation significantly moderated the relationship between upward communication and job performance among personnel of the Nigeria Police Force.



Table 4: Estimated Model Coefficients of Independent and Moderating Variables

Hypothesis	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
		Beta	Std.Error	Beta		
Hypothesis 1 (a)	Constant	1.188	.154		7.742	.000
	Horizontal Communication	.314	.096	.295	3.263	.001
	Work Motivation	.837	.084	.716	9.912	.000
Hypothesis 1 (b)	Intersection 1	.383	.048	.446	8.046	.000
Hypothesis 2 (a)	Constant	1.436	.123		11.647	.00
	Downward Communication	.577	.054	.675	10.780	.000
	Work Motivation	.193	.061	.165	3.175	.002
Hypothesis 2 (b)	Intersection 2	.180	.031	.196	5.786	.000
Hypothesis 3 (a)	Constant	1.382	.171		8.094	.000
	Upward Communication	.219	.070	.266	3.122	.002
	Work Motivation	.836	.085	.716	9.814	.000
Hypothesis 3 (b)	Intersection 3	.463	.054	.418	8.544	.000

Source: Authors' field work, 2024

V. Discussions of Findings

This study investigated moderating effects of work motivation on the relationship between three dimensions of internal communication on job performance. Six hypotheses were tested and all hypotheses were supported. Hypothesis 1a was confirmed as horizontal communication has direct and significant relation on job performance among personnel of the Nigeria Police Force. These findings run contrary to the work of Wang (2005) who found no relationship between horizontal and socio-emotional communication as well as job performance among Chinese workers. However, Nebo, Nwankwo, and Okonkwo (2015) after examining the role of effective communication on Organizational Performance, found that internal communication is the remedy to effective and efficient management performance of employees in an organization.

Hypothesis 2a was supported and it was found that downward communication is significantly related to job performance among personnel of Nigeria Police Force. This conform to the findings of Kalogiannidis (2020) in which significant relationship was established between downward communication and job performance among employees of banking institution in Greece. Also, the findings agreed with the work of Asamu (2014) who established significant relationship between communication and job performance and

commitment among workers of some selected organization in Lagos, Nigeria.

Also, hypothesis 3a was supported by the results of data analysis and therefore there was significant direct and positive relationship between upward communication and job performance among personnel of the Nigeria Police Force. However, Devi and Sulistywati (2018) found not upward communication but job satisfaction as driver of job performance. As if to lend credence to this investigation, Kalogiannidis (2020) found strong positive relationship between upward communication and job performance among bank workers in Greece. Nuraini, Siregar, and Limbong (2022) found communication to have a positive and significant effect on performance.

Also, hypotheses 1b, 2b and 3b were supported and therefore confirmed the significant moderating effects of work motivation on the relationship between all dimensions of internal communication (horizontal communication, downward communication and upward communication) and job performance among policemen in Nigeria. This is in accordance with the conclusion of Rivai, Lukito and Fauzi (2018) in respect of relationship between communication in training and job performance among 177 nurses in Indonesia. However, Bashir, Amir, Jawaad and Hasan (2020) found significant moderating effects of work motivation on the relationship between job satisfaction and job performance among full time



employees of telecommunication companies in Pakistan.

Theoretical Implications of Findings

These findings have theoretical implications. First, unlike previous studies which implicitly assumed internal communication as a one-dimensional concept, the current study assumed and validated multidimensionality of internal communication; hence, horizontal, downward and upward dimensions were tested in this research. Also, past researches emphasized direct effects of internal communication on job performance; this study expands the frontier of knowledge by introducing work motivation as moderator variable and was found to significantly moderate the relationship between each of horizontal communication, downward communication and upward communication and job performance in a security service organization.

Managerial Implications of the Findings

As for managerial implications of this research, management of the Nigeria Police Force would have to understand that although their organization has operated for long like Para military entity and its downward internal communication command structure model, it is now time to decentralized information systems that encourage both horizontal communication and upward communication in line with civil nature of modern policing. Management of Nigerian Police organisation would have to put in place both intrinsic and extrinsic work motivating factors to achieve desired outcome. In other words, achieving high performances among personnel of the Nigerian Police Force is contingent on implementation of proper work motivation by the Inspector General of Police and Chairman of Nigerian Police Service Commission.

VI. Summary and Conclusions and Recommendations

The study assessed moderating effects of work motivation on the relationship between dimensions of internal communication (horizontal communication, downward communication and upward communication) and job performance among Nigerian policemen. Six hypotheses were formulated and tested through hierarchical regression analysis and all models generated were found to be statistically significant. All the three dimensions of internal communication exerted positive and direct significant effects on job performance among personnel of the Nigeria Police

Force. However, the collective effects of three dimensions of internal communication were further enhanced significantly after work motivation was included in the second model as a moderator.

Thus, the results of the survey showed that for internal communication to enhance job performance among personnel of the Nigeria Police Force, managers of Nigerian internal security systems which include Nigeria Police Service Commission, Inspector General of Police and indeed the Federal Government of Nigeria would have to implement motivational programmes that unleash energies of men and women of the force. It is hereby recommended that Federal Government of Nigeria encourages a major internal communication reform that ensures proper usage of all three dimensions of internal communication by policemen in order to create a new civil police that can tackle multidimensional security challenges of the society.

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