

Assessing The Influence of Internal Public Relations on National Orientation Agency's Employees Performance

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ABSTRACT

This study assesses the influence of internal public relations on the performance of employees at the National Orientation Agency. The primary aim is to evaluate how internal public relations practices affect employee productivity and morale. A mixed-method approach was employed, combining quantitative surveys and qualitative interviews to gather data from National Orientation Agency's employees regarding their perceptions of internal public relations and its impact on their work performance. The target population for this study were employees of the agency at the headquarters office. A census sampling technique was employed to ensure representation from different departments. The sample size for this study is 320 respondents, and a total of 317 responses were collated. This study employed behavioural and management theory of communication. Results of the findings indicates a significant positive correlation between effective internal public relations and enhanced employee performance. The employees outrightly expressed and reported that a clear communication from the management fosters a sense of belonging and alignment with organizational goals, which leads to a higher and increased motivation, engagement and productivity when internal communication was clear and consistent. This study concludes that, internal public relations significantly influence employee performance by promoting clear, transparent, and consistent communication. Based on the findings from this study, the study recommended that the agency prioritize enhanced digital communication platforms, management should maintain openness about organizational changes and decisions.

Keywords: *Employee performance, Public Relations, National Orientation Agency, internal communication*

1. INTRODUCTION

Public relations is everywhere; you come across the term in every day business. Internal public relations is important in any given organization. The way management and employees communicate with one another influences the way people feel about their work and the way the company performs (Karanges et al., 2015; Men & Bowen, 2017). PR is not only about the external world but also what goes inside (Nwabueze, 2014). Internal PR is a section of internal communications, which simply entails the flow of information within an organization; top down, bottom up and across various teams (Duncan, 2022). In its simplest form, PR involves a genuine attempt to create a comprehension between a population and a group of people upon which the former relies (Asemah *et al.*, 2023; Ogbiten, 2014). They are of two major types: reactive PR, when you react to the concerns as they appear, and proactive PR, when you develop the discourse in advance and somehow influence it. Initially PR was limited to media relations- getting publicity- but today covers much more: employee relations, investor relations, community outreach, lobbying, public affairs and social media. PR is used in every location of the organization and therefore where people support the organization, success is achieved; however, where people oppose the organization, non-success ensues.

The whole gamut of internal PR is about the relationship between the management and the employees. It is also implemented to maintain everyone on the same track, generate trust in organizations, and improve the workplace. This implies open communication of goals, policies and procedures as well as stimulation of participation among people. When done properly, internal PR increases morale, keeps people motivated, and increases productivity (Scott, 2021). It is a management tool of ensuring the information reaches where it needs to be and people collaborate (Ibrahim & Nguru, 2019). When the day is over, PR influences the perception of the people about an organization. Internal PR specifically ensures that employees feel integrated and aware. Numerous factors influence the

performance of individuals in the workplace, including leadership, culture, and manner in which individuals converse with one another. However, internal PR should not be dropped. When people at work feel noticed, invited, and their voices are heard, they do not simply turn up, they turn out. That is where PR professionals who have actual skills in communication come in. They are not merely posting newsletters and clarifying misunderstandings they are at the forefront ensuring that the employees and the management indeed meet each other.

The big goal is to build relationships in which both parties, management and employees, find something in it all because as we all know, the success or failure of any organization is based on the effectiveness with which everyone becomes a team player. Effective communication within an organization requires two factors. To begin with, managers of all levels must be able to communicate effectively with their staffs and be conscious of the communication style. Second, employees should be made to feel that they are part of something greater, they must know what is happening, collaborate and being concerned about the outcome. That is what spurred actual improvement. The thing that distinguishes one place over another is culture; it is values, beliefs, and expectations that guide everyone, the top to the bottom, as they pursue the organization's goals (Duhe, 2015). It is actually just the open communication, the trust, and the fact that people like what they do in the workplace that makes PR in the workplace (Hanaysha, 2023). In this case, trust is a big issue. The importance of it has been discussed by people since decades (Thomas et al., 2019). Once trust is established, the communication between the employees and the managers, unions and the management, and even between colleagues becomes much easier and sincerer (Tourish et al., 2014). Research indicates that this type of open and actual communication is beneficial to enable individuals to perform their work well (Dirks & Ferrin, 2021; Ellis & Shockley-Zalabak, 2021).

National Orientation Agency (NOA) relies on its workers to achieve its mission that is to

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enhance unity, patriotism, and development in Nigeria. It is difficult to discuss the success of NOA without considering those who do the job day-in day-out. This is why it is important to discuss the role of internal PR that influences the performance of the employees at the agency. Whenever organizations do the internal communications properly, individuals become more attached, inspired, and tend to perform better overall (Grunig, 2013). Such things as newsletters, intranets, and team meetings they are not mere corporate buzz words. They are the way information, goals, and policies in fact get to staff. Good communication enables one to have trust and a sense of belonging, and, frankly speaking, people are more productive when they feel that they belong to something.

Therefore, it is important to consider the way NOA manages its own PR as an organization and what it implies to the employees. Miller (2016) and Oberiri (2014) simply state that employees are the internal population of the agency, and they are the ones who make the policies come to life. They enjoy rights and have responsibilities and, to be honest, much to lose in the way things are handled within the agency. To truly see the impact of internal PR on the performance in NOA, one will have to consider several factors: communications lines, workers involvement, the agency's culture, and the way leaders run their teams. In the case that NOA gets these correct, it does more than merely enhance performance, but also job satisfaction and the overall impact of the agency.

Statement of the Problem

Today, there is an actual deficiency in the context of effective communication within NOA in particular, among leaders and their subordinates. Such communication ineptitude not only slows down work but also reduces standards and simply makes things more complicated than they should. Although no one disputes the significance of internal public relations and employee engagement, there is a lack of real research to connect the two (Karanges et al., 2015). According to Raissa (2021), internal communication is listed among the largest sources of influence on the performance of individuals in the workplace.

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This is a challenge faced by a lot of organizations including NOA and it pulls the performance of employees.

Therefore, it is reasonable to research how internal PR influences the performance of workers at NOA, as the entire mission of the agency is to connect the nation and engage people in the process of governance. However, when the staff are not engaged or do not have the information they require, the aims of the agency are beyond their reach. This is a massive relationship between superiors and subordinates. They depend on one another, leaders must have the outcomes of their teams and the manner in which they delegate their powers is what determines the overtone of the rest (Thao and Hwang, 2015). The satisfaction at work is greatly reduced to the level of communication and the atmosphere at the workplace (Wheless et al., 2015). When there is a natural flow between the leaders and the staff, then things tend to work better. The performance and management can be achieved or broken with strong communication between the superiors and the subordinates (Downs, 2020). This paper aims at establishing the extent to which employee performance in the National Orientation Agency (NOA) is influenced by the internal PR practices.

Objectives of the Study

The ultimate objective is to emphasize the reasons why internal PR is important in creating a healthy culture and a good working environment. The specific objectives are to;

1. Examine the existing internal public relations practices at NOA.
2. Assess how internal public relations and communication influence employee satisfaction and performance

2. CONCEPTUAL FRAMEWORK

The concept of Internal public relations is reviewed to provide rudimentary base for the study.

Internal Public Relations

The whole issue of internal public relations is based on how an organization interrelates with

their employees. Effective internal PR creates credibility and makes individuals feel that they are a part of it. When employees are informed about what is happening and know the objectives of the organization, then they are likely to be concerned about their work and will desire to make the organization achieve its objectives (Kennan & Hazleton, 2016). Internal public relations is basically concerned with relationship management and communication within the organization. It is all about ensuring that the management and the staff get along with each other, the creation of common culture, and the maintenance of flow of information. There is generally an improved performance of the employees when internal PR is robust. They are more active and loyal towards the organization (Liu & Leung, 2016). They are aware of what is expected of them, the big picture, and how changes will impact them, hence, they will be able to perform their jobs more efficiently. Naturally, the issue of communication is also relevant. According to Men (2014), when there is open, honest communication in the organization, employees are more satisfied and more determined. Good internal public relations (IPR) do not happen just by chance; they require some few things. To begin with, leadership must be involved, and orchestrate these communication endeavors. Internal communication is a serious issue by leaders, and it establishes the atmosphere within the entire workplace. It is also useful in utilizing alternative channels to communicate the message. People do not visit their email every day, and it is reasonable that they should alternate with physical meetings, intranet news and even social media (Udoakah, 2015). Communication process should not be one-way traffic. Feedback mechanisms such as surveys or suggestion boxes provide the employees with the voice and enable the management to identify problems at an early stage.

Internal public relations is fundamentally an act of putting the good in a good light and, in the case of a bad thing, a positive twist to it (Duncan, 2022). All it is about is to ensure that the employees have a positive perception of the organization, grasp the mission and objectives and know precisely how they affect the larger picture. Generally, public relations

consists of establishing a middle ground between a company and its various stakeholders (Osibanjo *et al.*, 2016). It is not only something external but also within the company, it implies unifying the employees, the management, and any person or people who communicate with the organization (Jones & Brown, 2019). The bonding factor is communication, and everything is running on it (Smith, 2019; Brown & Jones, 2020). Public relations is also a management tool. It maintains open channels of communication, prevents the problems by ensuring they do not become serious and touching to the organization to ensure that the organization is in touch with the thinking and needs of the people. It has to do with being proactive, conducting the research, and speaking ethically (Welch and Jackson, 2017).

3. LITERATURE REVIEW

The role of internal public relations is significant on the performances of employees of the National Orientation Agency. With a high level of communication within the organization, individuals become interested and happy with their work and this increases their performance. There is a distinct correlation between the way an organization portrays itself as transparent and the connectivity of employees; this connection is what defines the extent to which internal public relations is actually effective in enhancing job performance.

Impact of Internal Public Relations on the performance of the employees.

The influence of internal PR on the performance of employees is enormous. How an organization communicates with its staff, the manner in which it communicates, and the way it hears, will have an influence on motivation, job satisfaction and performance. It also assists in establishing the tone of the culture of the organization and creates better staff to management relations. Positive public relations within an organization keeps the employees informed on the goals, strategies, and company improvements. The other important aspect of this is the communication of the organization's values and expectations. Employees would feel more attached when

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they know what the organization stands behind, its mission, and vision. They desire to make the organization succeed. Field (2019) even discovered that individuals who are aware of the company's objectives are more engaged and actually do more. Internal PR assists in the establishment of a workplace where individuals feel encouraged. Frequent feedback, congratulations on good work and actual growth opportunities keep people motivated. Vercic and Vokic (2017) demonstrated that individuals who feel supported work more and do a better job.

When employees are aware that they can speak up and they are heard, chances are high that they will not quit as well as remain motivated. Internal public relations influence the culture of the company at the end of the day. Employees are more engaged and perform better when employers have clear objective and act openly and actually support teams. Internal public relations is also not about announcements or newsletters. It is regarding the actual communication, building of truthful bonds between managers and staff. Once they all know what is happening in the company, or what is going on, or what is in store then the people feel as though they are part of something. Such a feeling of openness builds a sense of trust and trust is a better place to work. There's more, Internal PR lifts morale. Having a feeling that their opinions are valued, and their voices are heard, people are motivated to give their best (Smith, 2018). Winning, whether big or small, keeps the morale going and is an appreciation. Such recognition culture implies that individuals like their jobs better and work more diligently.

Adebayo (2024) examined the paper Effect of Public Relations Planning on Human Resource Management Performance of the Independent National Electoral Commission in Nigeria. The main aim? To determine the impact of PR planning on the HR management in the commission. The research was based on the Public Relations Theory and was quantitative in nature as 200 randomly sampled employees were used to obtain the data. The conclusion: good public relations planning has a direct, positive impact on human resource management and organizational performance

in general. The information was obtained directly by the employees in the form of surveys and questionnaires.

Akinola and Ojo (2023) investigated the relationship between internal communication and employee relations to determine the staff performance in Nigeria Custom Service. They relied on the Communication Theory and opted to use a mixed-method approach, combining surveys with in-depth interviews. Using sampling stratification, they managed to collect information on 150 employees. What did they find? Internal communication contributes significantly to job performance, particularly when the employees feel being part of the organization and are content with their jobs.

Theoretical Framework

In coming up with a calculation of how internal public relations (IPR) influences the performance of employees in national orientation agency, the study relied on the most renowned theory explaining the working mechanism of communication in the organization. This framework is anchored on Human Relations Theory.

Elton Mayo proposed the Human Relation Theory way back in 1924. It is all about relationship, understanding and management in a working environment to increase employee satisfaction and performance. The theory is concerned with the extent to which interpersonal relations, open communications, and general satisfaction are relevant in organizations. It claims that social needs of employees and relations between the employees and the managers have a tangible, direct influence on work performance and satisfaction levels of the employees. Researchers such as Grunig and Hunt (1984) went further to extend it to public relation. They indicate that they should have good relationships with all parties involved including the employees as this is the key to a healthy organization. The Human Relations Theory is of great essence in this research, as I am examining the way internal public relations influences the performance of employees at NOA. This theory reaches into the megaplex of real-life relationships among employees,

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management and the organization itself. It does not objectify people as cogs in the machine but rather focuses on the things that actually run a workplace; honest communication, real participation, and strong relationships. The Hawthorne experiments originated this mode of thinking back in the 1920s, by Elton Mayo. He knew that employees are not merely driven by salaries or regulations but they must feel that they are a part of the organization, are appreciated, and that they are on a team. It happens that organizations are not only a chart and policies, but social systems that are constructed by structure and relationships.

In Toolshero, Kuijk (2018) followed the same direction but narrowed down to the benefits of internal communication and focus on employee emotions in enhancing engagement. He emphasized that individuals will remain and become more engaged when leaders take the well-being and relationships seriously. Kuijk applied real-life examples and case studies to demonstrate how companies utilize internal communication to establish a supportive culture to reflect the fundamental concepts of the human relations theory.

All this is in keeping with the primary concept of the theory, which is that social and emotional factors are the determinants of motivation and productivity. The work has helped to realize clearly that in order to get motivated and high-performing employees, one must consider their social and emotional needs. The quality of communication, engagement, involvement and recognition were mentioned time and time again as key elements which influenced the way in which both papers gathered and analyzed their data.

This theory influenced this study because it emphasized on the use of good communication between individuals to increase motivation. The researcher slanted on interviews and focus groups and heard actual employee tales. They were interested in how people communicate in the workplace, how a team is experienced, and what leaders do. Once they had all that input they sought themes- particularly what drives people or holds them in. That is how the theory made them realize how internal PR can

influence behavior and the level to which an organization is operating.

4. METHODOLOGY

This study aimed at establishing the role of internal PR in influencing employee performance. A mixed-method approach was employed, to gather both the statistics and the personal testimonies of employees at National Orientation Agency. A combination of surveys, in-depth interviews and solid data analysis was used. The study, targeted the employees at the headquarters of the agency and feature members of various departments, levels of seniority and even job roles. The headquarters of the National Orientation Agency in Abuja consists of 320 employees (NOA, 2023). To ensure that all the departments, job positions and levels of seniority in the organization were represented, a census sampling method was employed. This technique is best when you require specific information on a large number of different subgroups or in a small and narrow field of interest and would like to explore further. The sample size of this study is 320 respondents, the total number of staff in National Orientation Agency, Abuja.

To begin with, I distributed a survey questionnaire to the employees of NOA to get the information in the form of numbers regarding how they perceive internal public relations in the workplace. The questionnaire had certain open questions therefore individuals were free to express their actual attitudes towards internal communication, leadership and culture of the organization. The employees responded to the questionnaires themselves, and this assisted in receiving the majority of them, statistical tools were used to analyze the data of the survey to determine the relationship between internal public relations and employee performance. Also, an in-depth interview with a good number of top management officials was conducted. Through these discussions, I received more collaborative and personal information concerning their experiences with internal PR. We discussed their perception of the effectiveness of communication and the values that they consider to be most important in the organization. Thematic analysis was applied to identify the similar threads and patterns of

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what they said. Information was gathered with the help of two primary sources a self-administered questionnaire regarding all the employees and an interview guide during one-on-one meetings with top management. Descriptive statistics was employed to aggregate the demographic data and internal PR practices, as well as the performance scores of the employees. The combination of quantitative surveys and qualitative interviews makes this research rich and deep.

In this research, the researcher did a census sampling, which implies that the study attempt to gather information about each employee. In

that sense, there will be no sampling bias and the findings will be representative of the whole agency, this method is appropriate and it ensures the results are sound.

5. DATA PRESENTATION, ANALYSIS AND RESULT OF FINDINGS

This is all about the way the numbers and stories were interpreted. The researcher gathered, analyzed the information and sought patterns and trends, made conclusions basing on the evidence, and brought it alive through simple tables.

Table 1: Demographic data of respondents

Variable	Frequency	Percentage (%)
Gender:		
Male	200	60
Female	117	40
Age Range:		
25 - 35	65	28
36 - 46	93	38
47 – 57	80	25
58 & Above	79	9
Years of Service:		
1 – 5 years	99	30
6 – 10 years	148	50
11 years & above	70	20

Source: Field Survey, 2025

Table 1 indicates that there is an evident gender disparity in the National Orientation Agency. There were 320 respondents out of which 200 are men constituting 60 percent of the sample and the remaining 40 percent is made up of 117 women reflecting that a total of 317 responses from staff members were collated. The majority of the employees are aged between 36 and 46 years. That is 38 per cent of the total number who responded, or about 39 individuals. When it comes to the duration of service of the people, half have worked there between 6 to 10 years with the agency. That's 150 employees out of the 320.

Table 2: Familiarity with internal public relations strategies

Response Category	Frequency	Percentage (%)
Very Familiar	148	70
Somewhat Familiar	93	20
Not Familiar	76	10
Total	317	100

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Source: Field Survey, 2025

Table 2 above indicates the familiarity of staff of National Orientation Agency (NOA) with internal public relations strategies. The data shows that, 70% are very familiar with internal public relations strategies, 20% are somewhat familiar while 10% are not familiar with internal public relations strategies in National Orientation Agency (NOA). Therefore, this indicates that the majority of employees have a good understanding of internal PR strategies, which is foundational for effective communication and engagement.

Table 3: Effectiveness of communication of internal PR initiative

Response Category	Frequency	Percentage (%)
Very Effective	205	80
Somewhat Effective	95	15
Not Effective	17	5
Total	317	100

Source: Field Survey, 2025

Table 3 above shows the effectiveness of communication of internal PR initiatives in National Orientation Agency (NOA). From the table, 80% indicates that the effectiveness rate of communication of internal PR initiatives in NOA is very effective, 15% describe the effectiveness of communication of PR initiatives to be somewhat effective and 10% indicated none effectiveness. Hence, findings indicate that most employees perceive internal PR initiatives as being effectively communicated showing that there are no lapses in communication.

Table 4: Extent to which internal PR affects job performance

Response Category	Frequency	Percentage (%)
Very High	8	6
High	30	20
Moderately High	260	65
Low	19	9
Total	317	100

Source: Field Survey, 2025

From table 4 above, Internal PR is generally perceived as having a positive impact on employee performance. Indication shows that, 6% of the respondents states that internal PR affects their job performance at a very high rate, 20% states that internal PR affects their job performance at a high rate, 65% states that internal PR affects their job performance at a moderately high rate which constitute a total percentage of 91% while only 9% states that internal PR does not affect their job performance.

Table 6 Most effective communication channels

Response Category	Frequency	Percentage (%)
Emails	60	35

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Meetings	209	57
Intranet	-	-
Newsletters	48	8
Total	317	100

Source: Field Survey, 2025

From table 6 above, findings show that, 57% of respondents stated that Meetings are the most effective communication channels, 35% stated that Emails are the most effective and preferred communication tool, while 8% stated Newsletters as their preferred tools for communication.

Table 7: Frequency of updates from management on internal PR

Response Category	Frequency	Percentage (%)
Weekly	37	35
Monthly	255	60
Quarterly	15	3
Rarely	10	2
Total	317	100

Source: Field Survey, 2025

Table 7 above, shows the frequency of updates from management of NOA on internal PR. Findings indicated that, 60% of respondents stated that updates are mostly provided on a monthly basis, 35% stated that updates are on weekly basis, 3% indicated updates to be on quarterly basis and 2% stated they rarely get updated. The findings suggest a structured but potentially improvable communication frequency.

Table 8: Encouragement to provide feedback on internal PR strategies

Response Category	Frequency	Percentage (%)
Very Encouraged	312	99
Encouraged	-	-
Not Encouraged	5	1
Total	317	100

Source: Field Survey, 2025

Data from table 8 above indicates that, 99% of employees at NOA are very encouraged to provide feedback on internal PR strategies and only 1% are not encouraged. Findings shows that, there is a strong culture of openness and feedback, with employees feeling engaged.

Table 9: Satisfaction with transparency regarding organizational changes

Response Category	Frequency	Percentage (%)
Very Satisfied	12	3
Satisfied	302	96
Neutral	3	1
Unsatisfied	-	-

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Very Unsatisfied	-	-
Total	317	100
Source: Field Survey, 2025		

Data from table 9 above indicates that, 96% of employees are satisfied with transparency regarding organizational changes, 3% indicated to be very satisfied constituting a total of 99% of satisfied employees regarding transparency in organizational changes in NOA which is crucial for trust and organizational commitment while 1% only indicated neutrality in satisfaction with transparency.

Table 10: Suggested changes to enhance internal PR effectiveness

Response Category	Frequency	Percentage (%)
Use of advanced technological Communication channel.	110	35
Prioritize employee engagement/ Involvement, recognition, feedback mechanism.	100	30
Shares news of organizational Successes and employee achievement.	34	5
Leadership visibility and management engagement with subordinates.	98	20
Recognition programs for milestones achievements & contributions.	90	9
Total	317	100

Source: Field Survey, 2025

Table 10 above is a multiple-response itemed table. From the table, 35% of respondents desire modernization of communication platforms, 30% respondents desire enhanced employee involvement/engagement & recognition, 20% desire greater leadership visibility and management engagement with subordinates to boost the effectiveness of internal PR, 9% requires recognition programs for milestone achievements & contribution while 5% requires sharing of news of organizational successes and employee achievements. Only 27 percent of the

respondents made comments, although their messages were rather straightforward: With open and honest communication, rumors do not have an opportunity to spread. Employees perform better when their work is not ignored and they receive actual feedback. Efficient internal PR makes everybody pull the same way. Good working relationships will result in improved team work and outcomes. Therefore, the management should work on internal PR and ensure that good relations are an actual priority at NOA.

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Qualitative Data Analysis and Results from In-depth Interviews

Data was also gathered from in-depth interviews administered on 6 directors across different departments, units/division who are heads of these respective departments, etc. The interviews were conducted on a face-to-face contact with the interviewees in their various offices. The interview session with each of the interviewee lasted between 20 and 30 minutes depending on the interviewee's willingness to entertain follow up questions and the details

provided. The interviewees were coded INTR meaning interviewee and assigned a number from INTR-1 to INTR-6 in order to conceal their personal identity and concentrate on their perspectives on the issues examined in the study. The interviewees provided valuable data that was used to fulfill the study objectives. Each objective in the analysis is coded as RO meaning Research Objective and assigned a number 1 & 2. Below is the presentation of the qualitative data aligning with the objectives of the study.

Table 11: Demographic Characteristics of the Interviewees

Variable	Frequency
Gender:	
Male	3
Female	3
Age Range:	
40 – 50	2
51 – 60	4
Educational Qualification:	
Ph.D.	1
MSC/MA	4
PGD	1
BSC/BA	4
HND	2
ND	2
Rank:	
Director	2
Deputy Director	3
Assistant Director	1
Years of Experience:	
28 – 30 years	1
31 – 33 years	3
34 – 35 years	2

Source: Field Survey, 2025

Table 11 is the demographic information of the interviewees who were the subject in this section of the study. Data in the table indicates that by age, majority of the subjects were aged

between 51 to 60 years. This means they were well experienced personality in the service and are all top management personnel. Data also indicates that interviewees have qualifications

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ranging from ND – PhD (2 ND/HND holders, 4 BSC/BA holders, 1 PGD holder, 4 MSC/MA holders, and 1 PhD holder). More significantly, data in the table shows that the interviewee are majorly deputy directors (3 Deputy Directors, 2 Directors and 1 Assistant Director). Further in, the data on the table shows that the interviewees are majorly between 31-33 years of experience.

Thematic Analysis of In-depth Interview Responses

The interview session was structured based on the following themes viz: Background and Experience, Communication Effectiveness, Employee Engagement, Challenges and Solutions, Impact on Performance. The thematic analysis of the qualitative data is done base on the objectives of the study.

RO 1: Current Internal Public Relations Practices at the National Orientation Agency (NOA)

All the Interviewees affirmed that they were all heading one department, units or the order respectively and they have other staff working under them, and they are in charge of the daily day- to- day activities in their various units. This implies that interviewees are top management staff and have total control of their subordinates, they set certain rules and make certain decision for the successful running of the affairs of their various offices with alignment to the extant rules of the federal civil service. With regards to the length of time each interviewee has been serving as heads in their respective offices, responses revealed different length of period of serving in their current position which ranges between 9 months to 3 years with highest being 3 years. Remarkably responses from the interviewees regarding the duration of time in which they are serving as the capacity head of their department are:

“I have been heading this department for three years now, and by my fourth year here, I will be retiring. This is so because the revised civil service rule states that a serving head of department must serve in that capacity for nothing more than 4 years with or

without you serving to your full 35years of service” – (INTR -1).

“This is my month 9 here as the head of this division following the demise of the previous head” - (INTR-5).

Other responses so revealed that interviewees had served in their capacity for at most 2 years. This means that they are very conversant in handling department/unit related situations, make informed decisions and ensure its implementations. Interviewees were asked to give information on the current level of internal public relations practices in their serving organization. Their responses revealed uniformity of the levels at which communication takes place within the organization anchoring the level at which top management officials communicate within themselves and the level at which they relate with their subordinates. And for official documented communication, INTR-3 stated that all officially carried out duties and functions are recorded into files, specifying that there are different files for different purposes with emphasis that every mail is entered into separate files so are correspondents, and other work are being done in their own various files following a corresponding memo. Other responses remarkably made by interviewees are:

“Every document passed across different necessary offices/table follows a serial order which is first of, letters or mails for every and any activities we carry out here are channeled or address to the Director-General. Though there are letters that are often been sent to our agency through the federal ministry of information and national orientation which are first vetted by the Honourable Minister of Information before being sent across to the agency since our agency is under the ministry of information” – (INTR-2).

“It’s just the procedure or let me say norm at which communication is channeled within the government sector, it must be from the top to the least. So, no one, no matter the level of exposure nor year in service cannot just go ahead to carry out a particular work or instruct your staff to do a particular work when it has not been first

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approved by the Director -General” – (INTR-6).

This means that there is a high level of internal public relations practices/communication at the National Orientation Agency (NOA) and its effectiveness is highly maximized. The implication is that every staff understands their role, positions, capacity, and dimensions at which they are to function and also know how to coordinate and enact same on their staff (subordinate).

RO 2: Level to which Internal Public Relations and Communication Play in Shaping Employee Satisfaction and Performance

Interviewees had their various opinions to ascertain the level to which interpersonal relationships and communication affects employee performance and satisfaction. Responses from interviewees on this notion are:

“The role of internal PR aids in communicating organizational goals, fostering teamwork, managing conflicts, and enhancing employee engagement, which aligns staff with NOA’s mission and improves productivity” – (INTR-1).

“Strategies such as regular meetings, newsletters, feedback mechanisms and leadership transparency are foundational in promoting collaboration and engagement”, he emphasized – (INTR-1).

“The use of feedback surveys, engagement metrics, and satisfaction tracking to evaluate communication effectiveness – also participation in wellness initiative, diversity and policy launch campaigns demonstrate internal PR’s role in fostering a supportive and inclusive culture” – (INTR-3).

“I note that, internal PR boosts morale by promoting transparency, recognition, and a sense of community” – (INTR-2).

“Feedback is gathered through meetings, suggestions boxes, and interviews, then used to refine communication strategies and address employee concerns”, he stated – (INTR-2).

What this portrays is that, these insights highlight that internal PR is foundational in creating a cohesive work environment and aligning employees with organizational objectives. More significantly this indicates that effective communication assessment and targeted campaigns contribute to a positive organizational culture that supports employee well-being and inclusivity. Furthermore, Internal PR acts as catalyst for employee motivation and engagement by facilitating two-way communication and recognition.

6. DISCUSSIONS OF FINDINGS

This study used both quantitative and qualitative data from respondents who attended to the questionnaire and the responses and opinions from interviewees who were basically and structurally top management personnel of NOA. The data collected were used to fulfill the broad objectives of the study – assessing the influence of internal public relations on national orientation agency’s employee’s performance.

Data in study reveal that (90%) respondents at NOA are familiar with internal public relations practices within their organization. This is evidenced by the fact that (70%) of them expressly stated that they are very familiar with internal PR practices and (20%) said they are somewhat familiar with internal PR practices (Table 2). The data also show that all of the 6 interviewees affirmed that (there is a maximum level of communication flow within the organization from top-bottom – between management staff and their subordinates). However, findings of this study indicate that the knowledge and awareness of internal PR practices in NOA is vastly high.

These findings are in line with that of Akinola and Ojo (2023) who found that internal communication significantly impacts employee job performance, mediated by employee participation and job satisfaction. More so, the findings from Adebayo (2024) similarly aligns to the earlier stated findings though his perspective was on the effect of public relations planning on human resource management performance of the independent national electoral commission in Nigeria. He found that effective public relations planning positively influences human resource

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management performance, enhancing overall organizational effectiveness.

Empirical evidence from this study reveals that there is a significant relationship between effective communication strategies and enhanced employee outcomes. Findings also show that internal public relations affect job performance at 65% on a moderately high rate while the rate of work improvement due to internal PR efforts is 100% on a highly improved and improved standard. Consequently, the findings reveal a significant positive influence of internal public relations on the employees' performance, analysis of the data indicates that effective internal PR practices contribute to improved communication, motivation, and engagement among employees, which correspondingly enhance their work performance. This aligns with existing literature that highlights internal PR as a critical management function that fosters a conducive work environment and organizational commitment. Specifically, internal PR activities such as transparent communication channels, employee involvement in decision-making, and consistent feedback mechanisms were found to positively affect employee morale and productivity.

The study showed that there is a high level on the frequency of updates from management on internal PR on a monthly basis at 60% and 35% on weekly basis via meetings (Stakeholders meetings, Town hall meetings) and Emails. Similarly, there is a 96% response rate of satisfaction with transparency regarding organizational changes with 99% of encouragement on feedbacks regarding internal PR strategies.

Further findings from the study shows that it is not possible for employees not to be positively influenced in the work space and their job engagement with applications and functions of a good internal public relations engagements. More significantly, the frequency at which employees feel motivated to engage is relatively high this shows a very high level of inclusivity among employees with organizational activities and functions.

Regarding the influence of internal public relations and its effectiveness towards employee's efficiency, productivity or performance in the study area, respondents in

the study asserted that the current mode of information dissemination and preparedness of employees towards organizational changes is very effective with (70%) well prepared level and communication during recent organizational changes is (60%) effective. Likewise, responses from interviewees in this study indicate that while some held that internal public relations have a great effect or impact towards employee's engagement and performance, some said there are other factors that can be cultivated towards achieving better outputs. Some stated that internal PR aids in communicating organizational goals which fosters teamwork, helps to manage conflict and enhancing their engagement, staff have become acquainted with the essentials of internal communication practices within the organization. The study has also shown that there is an imploration of various communication strategies that are foundational in promoting collaboration and engagement which demonstrate internal PR role in encouraging and enhancing supportive and inclusive culture.

Interestingly, findings from the study reveals that internal public relations boosts morale via promoting transparency thereby fostering a sense of community or belonging. While this connotes that internal PR's foundational in creating a cohesive work environment to align employees with the organization's objectives, it portrays that its effectiveness in individual assessment contributes to the well-being of all employees. On the strength of this findings, it is obvious that internal public relations acts as a catalyst for employee motivation and engagement leading to a positive outcome (performance). The study established that implementing diverse communication strategies and technologies to foster a more inclusive internal public relations environment will greatly improve overall employee satisfaction and performance within the organization understudied (NOA) these will help bridge existing communication gaps, improve morale and ultimately boost performance. These findings align with the position of the Human Relations Theory which explains in details, how important it is to interrelate in organizational settings for better outcome in the workplace with key principles on motivation driven by social factors like

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belonging, recognition, and participation which enables organizations to function as social systems with formal structure and informal relationships which are elements of effective communication, teamwork that will ultimately leads to improved performance and job satisfaction.

7. CONCLUSION

Internal PR is not only theoretical but really works to make people know what happens, maintain open communication channels, and ensure that everyone is working in one direction. When internal PR is properly done, morale is boosted, individuals become more collaborative and each person is more productive and contented. The combination of narratives and numbers makes it happen: internal PR helps to increase interaction, improve performance, and retain people. Of course, there are always difficulties, communication may fail, particularly when making major changes, but this can be resolved by remaining open and actively maintaining the feedback channels. NOA cannot afford to lag behind in digital upgrades in the future, continuing to drive digital platforms and data analytics that will simplify the life of the employees and propel the agency forward.

8. RECOMMENDATIONS

This is what is interesting to note of what was discovered, a few of the actual measures that NOA can implement to enhance its internal PR and improve the performance of its employees:

1. Place digital communication emerging. Make investments in real-time interactive digital tools whereby it becomes easy to engage and provide feedback. And feedback should be a routine not an exception by establishing frequent surveys, suggestion boxes and one-on-one meetings so that they can always know how workers are doing.
2. Leaders need to be open. Share the on goings of the organization, particularly on big decisions or changes. There is increased trust when individuals are aware of what happens.

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