

Addis Ababa
University

(Since 1950)



ADDIS ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATION
MA PROGRAM IN PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION

ASSESSMENT OF INTERNAL STRATEGIC COMMUNICATION
EFFECTIVENESS IN THE MINISTRY OF PEACE (MoP)

BY

SENAIT ABELNEH

A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF ADDIS ABABA
UNIVERSITY IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE DEGREE OF
MASTER OF ARTS IN PUBLIC RELATION AND STRATEGIC COMMUNICATION

ADVISOR- GASHAYE BELEW (PhD)

JUNE, 2020
ADDIS ABABA

Approved by Board Examiners:

Chairperson

Signature

Date

Advisor

Signature

Date

Examiner

Signature

Date

Examiner

Signature

Date

DECLARATION

I declare that this thesis entitled “Assessment of Internal Strategic Communication Effectiveness in the Ministry of Peace” is my own original work. I have carried out independently with the guidance and suggestions of my research advisor Gashaye Belew (PhD). This thesis has not been presented in Addis Ababa University or any other Universities, and all sources of materials used have been duly acknowledged.

Senait Abelneh
(The researcher)

Signature

LETTER OF CERTIFICATION

This is to certify that Senait Abelneh has carried out her thesis on the topic “Assessment on Internal Strategic Communication Effectiveness in the Ministry of Peace” under my supervision. This work is original in its nature and is suitable for submission in partial fulfillment of the requirement to earn Master Degree in Public Relations and Strategic Communication.

Gashaye Belew (PhD)

Advisor

ACKNOWLEDGEMENTS

Above all I praise the Lord Jesus Christ, Almighty God! Who guided me and strengthen me and makes me healthy to complete the study.

Next I would like to give my sincere gratitude to my Advisor Gashaye Belew (PhD) for his constructive support, advises and suggestions to produce this thesis.

Also, I would like to give my special thanks for my friend Almaz Afera (PhD) for her significant corrections.

I wouldn't let this opportunity escape without expressing My deepest gratitude to my brother Birhanu Abelneh, for his caring and dedication in translation, editing, and correcting my thesis, and also I like to give special thanks to my sister S/r. Meseret Abelneh for her significant support during my course study.

Finally, I am also grateful to all my lovely families My Mother, Father and my dear sister Tiji (Tigist) and my dear brother Ghion for your moral and financial supports during my study.

Senait Abelneh
June 15, 2020
Addis Ababa University

ABSTRACT

This thesis is to assess the Internal Strategic Communication Effectiveness in the Ministry of Peace. The thesis highlights the significance of communication strategy to achieve the Ministry's mission and implementation of strategic communication explicitly on internal strategic communication. Communication theory and theory of Strategy theoretical approaches employed to formulate theoretical framework. Three research questions are framed according to the objective of the study. Both quantitative and qualitative data gathered simultaneously from the overall 336 employees 15% of n=50 respondents in convenience and purposive research sampling technique. In-depth interview, document review and questionnaire are managed to collect relevant data. Quantitative data analyzed using SPSS (v.26) data analysis software and response from In-depth interview recorded in audiotape and coded, analyzed and interpreted accordingly. The major findings shows that the majority of respondents believe MoP has a communication strategy and it is vital to achieve its mission. However, the study found out, MoP's five year communication strategy model didn't include internal communication as one strategic option. Regarding the implementation of internal communication, there is somehow unlike responses: half of responses suggest MoP's internal communication getting improvement and employees initiation is increased. Another half of responses suggest, internal communication in MoP is not that much satisfactory, the fragmented implementation of regular quarterly and monthly assembly meeting of senior officials with all employees of the Ministry is taken as one indicator to the less enactment of internal communication in the Ministry. The study noted there is less understanding of the management practices among the internal publics. There is no formal communication activities measuring tools in Mop. Thus, the researcher recommends, since the Ministry has vast responsibilities, MoP's internal strategic communication option should be clearly defined in MoP's strategic communication model, and the internal publics should move with full understanding of the Ministry's mission and goals ultimately to achieve the Ministry's mission, also crisis communication plan and emergency plan should be included in the communication strategy and MoP should provide adequate support to the Communication/PR Directorate.

Key words: Internal Strategic Communication, Ministry of Peace, strategic communication model, communication measuring tools.

TABLE OF CONTENTS

PAGE No.

CHAPTER ONE	1
1. INTRODUCTION	1
1.1. BACKGROUND OF THE STUDY	1
1.2. STATEMENT OF THE PROBLEM	2
1.3. RESEARCH OBJECTIVES	4
1.3.1. GENERAL OBJECTIVE	4
1.3.2. SPECIFIC OBJECTIVES	4
1.4. RESEARCH QUESTIONS.....	4
1.5. SIGNIFICANCE OF THE STUDY.....	5
1.6. SCOPE OF THE STUDY	5
1.7. LIMITATIONS OF THE STUDY.....	5
1.8. ORGANIZATION OF THE STUDY	6
CHAPTER TWO	7
2. RELATED LITRATURE REVIEW.....	7
2.1. INTRODUCTION	7
2.2. THEORETICAL FRAMEWORKS.....	7
2.2.1. COMMUNICATION THEORY	7
2.2.2. THEORY OF STRATEGY	8
2.2.3. STRATEGIC COMMUNICATION.....	9
2.2.4. THE SIGNIFICANCE OF INTERNAL STRATEGIC COMMUNICATION ON ORGANIZATIONAL PERFORMANCE	13
2.2.5. INTERNAL COMMUNICATION AS A NERVE SYSTEM AN ORGANIZATION....	13
2.2.6. THE ROLE OF STRATEGIC COMMUNICATION FOR EFFECTIVE INTERNAL COMMUNICATION MANAGEMENT	15
2.2.7. THEORY OF SOCIAL CAPITAL.....	17
2.2.8. TECHNOLOGY FOR INTERNAL STRATEGIC COMMUNICATION	18
2.2.9. INFLUENTIAL FACTORS FOR EFFECTIVE INTERNAL STRATEGIC COMMUNICATION.....	20
2.2.11. PERIODICAL SURVEY FOR EFFECTIVE COMMUNICATION	23
CHAPTER THREE	24
3. RESEARCH DESIGN AND METHODOLOGY	24
3.1. RESEARCH DESIGN	24
3.2. RESEARCH METHODOLOGY.....	24

3.3. DATA SOURCES	25
3.4. DATA COLLECTING INSTRUMENTS	26
3.4.1. INTERVIEWS	26
3.4.2. QUESTIONNAIRE	27
3.4.3. PILOT-TESTING THE QUESTIONNAIRE	27
3.4.4. CRONBACH’S COEFFICIENT ALPHA RELIABILITY CHECK.....	27
3.4.5. DOCUMENT REVIEW	28
3.5. SAMPLING TECHNIQUES AND PROCEDURES.....	28
3.5.1. PURPOSEFUL SAMPLING	29
3.6. SAMPLING SIZE DETERMINATION.....	30
3.7. VALIDITY AND RELIABILITY	30
3.8. ETHICAL CONSIDERATIONS	31
CHAPTER FOUR.....	33
4. DATA ANALYSIS, INTERPRETATIONS AND FINDINGS	33
4.1. INTRODUCTION	33
4.2. FINDINGS	33
4.2.1. EVIDENCES OF DEMOGRAPHIC VARIABLES.....	34
4.2.2. THE SIGNIFICANCE OF COMMUNICATION STRATEGY IN THE MOP.....	35
4.2.3. IMPLEMENTATION OF INTERNAL STRATEGIC COMMUNICATION	40
4.2.3.1. ACTIVITIES OF REGULAR MEETING APPLICATION IN MOP.....	41
4.2.3.2. ACTIVITIES OF COMMUNICATION DIRECTORATE TO IMPLEMENT INTERNAL STRATEGIC COMMUNICATION	43
4.2.3.3. MANAGEMENT ENGAGEMENT AND EMPLOYEES INVOLVEMENT	45
4.2.3.4. DIGITAL MEDIA USAGE IN MOP	47
4.2.4. TOOLS USED TO MEASURE THE EFFECTIVENESS OF INTERNAL STRATEGIC COMMUNICATIONS	48
4.2.4.1. INFLUENTIAL FACTORS FOR EFFECTIVE INTERNAL STRATEGIC COMMUNICATION IN MOP.....	50
CHAPTER FIVE	52
5.1. CONCLUSION.....	52
5.2. RECOMMENDATIONS	56
REFERNCES	57
APPENDICES	60
Appendix I – Questionnaire	60
Appendix- II – Interview questions for Communication Practitioners	64

Appendix- III- Amharic interview questions for Communication Practitioners..... 65

Appendix- IV – Interview questions for management..... 67

Appendix- V- Amharic interview questions for management 68

APPENDIX VI- Interviewees Name and Position in the Mop 68

Appendix – VII :- Definition Powers and Duties of Ministry of Peace..... 69

APPENDIX VII – MoP’s Internal Communication Guideline..... 72

LIST OF TABLES

Table 1: Responses about employees awareness about the Ministry communication strategy and its importance to achieve Ministry’s mission -----page 39

Table 2: Responses on Internal Strategic Communication improves their job performance - -----page 39

Table 3: Responses about the importance of internal strategic communication for communication culture and social interaction ----- page 40

Table 4: Responses about the activities of Communication/PR Directorate regarding improvement of internal communication -----page 45

Table 5: Responses of internal strategic communication encourages employees for better performance ----- page 46

Table 6: Responses about effective usage of communication tools in MoP ----- page 48

Table 7: Responses about the internal communication periodical survey and feedback method ----- page 50

LIST OF FIGURES

Figure 1: Strategic Communication Frame ----- page 11

Figure 1: The new media adaptation of the models of Public relation -----page 19

Figure 3: Mixed method Convergent Design (One phase design) -----page 33

Figure 4: MoP communication strategy model -----page 37

LIST OF CHARTS

Chart 1:	Sex distribution of respondents -----	page 34
Chart 2:	Work experience of respondents -----	page 35
Chart 3:	Respondents level of Education -----	page 35
Chart 4:	Responses frequency of scheduled regular meeting, its contribution and employees role for decision making -----	page 43
Chart 5:	The respondent's frequency in usage of digital media for internal strategic communication -----	page 47

WORKING DEFINITIONS OF TERMS

Internal Communication Effectiveness: according to this study Internal Communication Effectiveness is deals with the implementation of internal communication in order to achieve the Ministries mission. Organizations are effective when they choose and achieve goals (Grunig, Grunig, & Ehling, 1992).

Internal Strategic Communication: focuses on the strategic communication options used in the Ministry in distribution and use of information and encouraging employees self-awareness about their organization. The purpose of strategic communication is concerned with building two-way communication with the goal of improving organization effectiveness (Yeomans, 2009).

Strategic: according to this study strategic deals with the how the internal communication strategy practiced and implemented. Strategic is naturally related to strategy, that is, a description of how ends (i.e., goals) will be reached by means (i.e., resources) and involves two processes formulation (strategic planning and strategic thinking) and implementation (Freedman, 2013 cited in Heide, 2018).

Strategic Communication: in this study strategic communication describes the long-term and short-term plans, strategies and communication options in the Ministry of Peace. Strategic communication refers to policy-making and guidance for consistent information activity within an organization and between organizations (<https://en.wikipedia.org>, retrieved June, 27, 2020).

Strategic communication frame: provides a clear picture of the communication strategy in one page which facilitates the communication professional to forcefully and efficiently make the right choices of communication activities and to understand communication in a wide range.

Stakeholder: the term stakeholder is used to define a broad group of people with similar stakes in the organization, such as employees, customers, or community members (Grunig, 2009).

Publics: refers to the segmented group from the stakeholders of the organization. According to Grunig, (1997) situational theory, publics segmented from stakeholders group using the concepts of problem recognition, constraint recognition, and involvement recognition. Therefore, in his analysis, not every member of a stakeholder group is a member of the same public, however, several different kinds of publics can be found within each stakeholder category.

ABBREVIATIONS AND ACRONYM

CCO -	Communicative Constitution of Organization
CEO -	Chief of Executive Officer
FDRE -	Federal Democratic Republic of Ethiopia
HR -	Human Resource
ICT -	Information Communication Technology
MoP -	Ministry of Peace
PR -	Public Relations
SPSS -	Statistical Package for Social Science

CHAPTER ONE

1. INTRODUCTION

This chapter presents the background, the overall purpose of the study, the research questions and limitations of the study. It begins with the background which deals how organizational communication emerge through communication and the concept of strategic communication for organizations goal achievement, strategic options of an organization, and also introduces the establishment, powers and duties of Ministry of Peace.

1.1. BACKGROUND OF THE STUDY

The word ‘communication’ is directly derived from a Latin verb (*commūnicāre, commūnicāt-*) meaning ‘to share, communicate, or impart’. This in turn comes from a Latin adjective, *commūnis*, meaning ‘common or shared locally’. The term originally meant sharing of tangible things, i.e. food, land, goods, and property (Piperopoulos, 2013). Through our communication with others we learn language, culture, and we discover who we are, (Eisenberg et al., 2010) develop habitual ways of seeing the world to reflect our feelings and experiences. Our membership in groups shapes our sense of self and function as a member of the society to learn how to communicate with diverse others.

According to Eisenberg et al. (2010), the history of human civilization is fundamentally a history of organizing. Organizations are more complex and ambiguous on how to build a successful business, best structure for local government and a kind of communication which characterizes successful work-life balance. In addition, goals, rules, and roles are negotiable and open to interpretation particularly in contemporary societies as opposed to the traditional rules that are not open to interpretation. Therefore, **organizational communication** directs a set of common goals by interaction on special challenges of organizing in ways of collaborate and acknowledge bridge differing worldviews (Eisenberg et al., 2010).

Strategic communication examines in what way organizations use communication purposefully to fulfill their mission (Hallahan et al., 2007; Holtzhausen & Zerfass, 2015 cited in van Ruler, 2018).

Communication is an integral part of the field and the purpose of communication is essential to the concept of strategic communication.

Betteke van Ruler (2018) in her communication theory suggests that, communication should be considered as the pillar on which strategic communication rests. Accordingly, to Ruler (2018) strategic thinking is ‘thinking how to come somewhere and what you need to take into account, therefore, communication/PR strategy is always related to the strategic choices of the organization and the environment of the organization.

The Ministry of Peace (MoP) established under proclamation number 1097/2018 on October 16, 2018. The office of the Ministry of Peace was created to sustain the reforms that Ethiopia is currently undergoing through peace-building measures, establishing and strengthening the rule of law, and building the capacity of peace and security focused sectors. In addition, the office is tasked with using already existing social customs to deepen and sustain peace-building objectives and building national consensus. For the details of powers and duties of Ministry of Peace see also (Appendix VI).

Federalism & Pastoralist Development, Rule of Law, Peace & National Consensus building, Capacity Building & Modernization are sectors in the Ministry and eight organizations are reporting to the Ministry. The Ministry is controlled by one minister and four state ministers (source: www.mop.gov.et, January 1st, 2020). To meet the mission, vision and goals of the Ministry, effective internal strategic communication is required. This study attempts to assess the existing situations and limitations in implementing internal strategic communication in the Ministry. It focuses on the significance of communications strategies for effective internal communications in the Ministry. Mixed research approaches employed in the study with convergent or concurrent research design.

1.2. STATEMENT OF THE PROBLEM

The Ministry of peace is a newly established Ministry with wide range of responsibilities in the country such as: to sustain peace building measures, to ensure the maintenance of public order, develop strategies, and undertake awareness creation and sensitization activities to ensure the peace, security and freedom of the country and its people in the undergoing reform in Ethiopia.

For detailed powers and duties of MoP also see (Appendix VI). The Ministry has four functional core process Directorates and eight sub offices which are direct reports to the Ministry. Therefore, to manage, coordinate, and mobilize the internal publics and to fulfill its mission and to achieve the long term and short term goals, communication strategy is crucial for the Ministry of Peace.

Strategic communication used to examine how communication is implemented purposefully to fulfill the Ministry's mission, to make clear choices and to focus on essential issues of strategic decisions. Specifically, internal strategic communication is significant to develop a sense of shared purpose and passionately following through a daily sense of purpose with building two-way communication, trusting relationships in the internal publics with the goal of improving organizational effectiveness (Gills, 2006). In internal strategic communication, interactive organizational communication integrate multidisciplinary viewpoint of extending ideas and issues grounded in various traditional communications disciplines, and the principle of strategic communication is coordinating all disciplines involved in the organization and communicating purposefully to advance its mission.

The wide and sensitive powers and duties of the Ministry of Peace required a well-organized communication strategy to manage the internal communication as well as external communication strategically. To create effective communication in the Ministry, the internal publics must understand the mission vision and goals of the Ministry and move in that direction. According to the researcher's firsthand information, the Ministry of Peace had no defined communication strategy to manage communication activities in the Ministry. Also the Communication/PR Directorate were running with limitations of skilled man power and communication resources. Moreover the activities of the Directorate were very limited to event organization and keeping audio-visual records. As a result the researcher marked the current disparity between the ever increasing responsibilities of the Ministry as against prevailing capacity of communication function available in the MoP, and chosen it as the purpose for this study to dwell. Hence, this study attempted to assess the significance of communication strategy that comprehend the possible strategic communication options rendering to achieve the Ministry's mission and vision, explicitly the study assessed the implementation of internal strategic communication, and the tools used to measure internal strategic communication effectiveness.

1.3. RESEARCH OBJECTIVES

1.3.1. GENERAL OBJECTIVE

The overall objective of this study is to assess the significance of communication strategy in Ministry of Peace according to the wide responsibilities of the Ministry, explicitly whether MoP implements internal strategic communication to motivate, mobilize and to build sense of ownership among the internal publics in order to achieve its mission. Also this study assesses the type of tools used to measure internal strategic communication effectiveness, and identify the gaps and limitations in implementation of internal strategic communication in the MoP to suggest possible solution idea.

1.3.2. SPECIFIC OBJECTIVES

The specific objectives include:

- to assess the significance of communication strategy in the Ministry of Peace,
- to assess the how does the Ministry of Peace implement internal strategic communication in order to achieve its mission,
- to assess the tools used to measure the effectiveness of internal strategic communications,
- to identify the gaps and limitations in implementations of internal strategic communication in MoP.

1.4. RESEARCH QUESTIONS

This study focused on to elucidate the significance of communication strategy for MoP according to its wide duties and responsibilities in order to achieve its mission. The study explicitly assessed the implementation of internal strategic communication and the tools used to measure the internal communication effectiveness. The research questions to be addressed in this study are:

- What is the significance of communication strategy in the Ministry of Peace?
- How does the Ministry of Peace implement internal strategic communication in order to achieve its mission?
- What are the tools used to measure the effectiveness of internal strategic communications in the Ministry of Peace?

1.5. SIGNIFICANCE OF THE STUDY

This study dwells on the assessment of internal communication strategy effectiveness in MoP. The researcher selected Internal Strategic Communication for the study with a rationale that internal strategic communication is an emerged strategic function in organizational communication with a broad scope and complexity of the discipline. Internal strategic communication offers the Ministry of Peace to build two-way interactive communication with internal publics with the purpose of improving organizational effectiveness.

Thus, this study is intended to contribute the following significances: (a) an expansion on past works in the field, a highlight on what, how, and why the significance of internal communication strategy on organizational communication, specifically to meet the organizational goals, mission and vision, (b) for advancement of human knowledge about internal strategic communication, (c) to solve the existing problem, and (d) to add to knowledge bank, to scientific community and research units.

1.6. SCOPE OF THE STUDY

The study is limited to assessing the effectiveness of internal strategic communications in MoP and particularly makes a focuses on the achievements and practices of the Ministry's internal communication strategy to meet the Ministry's mission and vision. The study highlights theoretical frameworks on strategic communication, the significance of internal communication to meet the Ministry's mission and tools used to measure the effectiveness of internal communication. The assessment encompasses the whole staff in Communication/PR Directorate, the selected management staff and selected participant from employees based on the sampling size.

1.7. LIMITATIONS OF THE STUDY

Even though, there are so many inconveniences that result from the COVID 19 partial lockdown in Addis Ababa, the researcher has tried to invest maximum effort to collect data and to complete the thesis according to the schedule. MoP allowed the majority of its employees to stay home due to the pandemic. Therefore, it takes a long time to meet with respondents and to collect relevant data for the study.

Scanty about internal strategic communication regarding governmental institutions is another limitation of this study. Researches regarding internal communication focused on corporate communication rather than the governmental institutions.

1.8. ORGANIZATION OF THE STUDY

The study is organized with sequence of the following chapters: Chapter one dwells on the background, statement of the problem and objective of the study. Chapter two provides a review of related literature and Chapter three is about the research design and methodology. Chapter four includes the findings and data analysis of the research, Chapter five deals with conclusions and recommendations of the study.

CHAPTER TWO

2. RELATED LITRATURE REVIEW

2.1. INTRODUCTION

This chapter focuses on the related literature on internal strategic communication, the importance of strategic communication in an organization, implementation of internal communication and measurements of internal strategic communication effectiveness. Theoretical framework of strategic communication and the measurements for effective internal communication strategy will be highlighted.

2.2. THEORETICAL FRAMEWORKS

The theoretical perspective of communication theory and strategy theory were applied to study the effectiveness of internal strategic communication in MoP. Communication theory and theory of strategy employed to form the theoretical frameworks. From the communication theories, communication as meaning creation, process of meaning creation, understanding of meaning and how the process of meaning creation frameworks were presented. In theory of strategy, strategy as an immediate, short-term and long-term strategic choices, strategy as emergent and incremental strategy development framework were highlighted.

2.2.1. COMMUNICATION THEORY

The term communication theory refers to the body of theories that constitute our understanding of the communication process (Littlejohn, 1983 in Ruler, 2018). According to Littlejohn (1983), each theory represents in which observers see their environment; its truth value can only be measured in terms of how well it is constructed. Littlejone suggests that, communications does not happen without meaning, people create meaning and use meaning in interpreting events. Rosengren (2000) recommends that, above all communication concerns the process of meaning creation; how people create meaning psychologically, socially, and culturally; how messages are understood intellectually; and how ambiguity arises and is resolved (cited in Ruler, 2018).

Depending on the above theories, Ruler (2018) states three different lenses about the understanding of “meaning” and how the process of meaning creation works. Those are: communication as a one-way process of meaning construction, in which the sender attempts to construct or reconstruct the meaning developed by the receiver; communication as a two-way process of meaning construction, in which two or more people construct new meanings together; and communication as a omnidirectional diachronic process of meaning construction, in which the focus is on the continuous development of meaning itself.

Hallahan et al. (2007) describes, the two models of communication that are major and relevant to strategic communication. The first one is transmission model of communication, it is Shannon and Weaver’s one-way model of communication focusing on the transmission of signals through a channel with a limited feedback capacity (Shannon & Weaver, 1949). The second one is an interactive model of communication which argues that communication involves the creation and exchange of meaning between the parties in a communication activity (Hallahan et al., 2007).

2.2.2. THEORY OF STRATEGY

The term strategy is derived from Greek ‘strategos’ meaning a general set of manoeuvres carried out to overcome an enemy. Strategy embodies an immediate, short-term and long-term strategic choices about the organization and its environment (Cornelissen, 2014). Thornton et al. (2019) stresses that, communication strategy dubbed “the 3Cs”, as it was based on bringing the leadership team closer to employees (from the Spanish “**Cercanía**”- closeness), generating confidence on the decisions implemented (from “**Certeza**”-certainty), and promoting clarity (“**Claridad**”) in all messages about business objectives.

Ruler (2018) strategy is more often considered part of a longer term strategic planning model or as planning itself in organizations planning, most planning models consist of some phases and stages through which the organization must proceed. (Torp, 2015) claims that “in present day, strategy is often defined as a plan or action intended to accomplish specific goals.” In such a case, “strategy” is only another word for “plan.” (Ruler, 2018).

This argument is more emphasized in a popular article in the Harvard Business Review, “The Big Lie of Strategic Planning,” (Ruler, 2018). Martin (2014) argues that strategy is completely

different from a plan, and may even be the opposite. *“True strategy is about placing bets and making hard choices,” he claims, and adds that: “Planning typically isn’t explicit about what the organization chooses not to do and why. It does not question assumptions. And its dominant logic is affordability; the plan consists of whichever initiatives fit the company’s resources. Mistaking planning for strategy is a common trap.”* Martin says, “strategy making is uncomfortable; it’s about taking risks and facing the unknown.” (cited in Ruler, 2018).

Ruler (2018) also argue, modern strategy theory has made little progress in the professional strategic communication field, and this might limit scholars to theorizing about the possible reach of strategic communication as only presenting and promoting the organizational strategy or reconstructing it”(p. 376). This idea also repeated by Koch (2011) and Viki, (2015), today’s theories of strategy development are much more oriented toward emergence than rational long-term planning. In modern strategic development, strategic communication is seen as emergent and continuing developmental process that is assumptions need to be tested over and over again and adjusted accordingly. It implies movement from a present position to a desirable but unspecified future position (Ruler, 2018).

2.2.3. STRATEGIC COMMUNICATION

“Strategies are plans of chains of action, which involve conditions and show objective and temporal dimensions” (Sriramesh, Ruler & Zerfass, 2008).

The term strategic was first used in organization theory in the 1950s and aimed to describe how organizations compete in the marketplace and gain a market share (Hatch, 1997 cited in Hallahan et al., 2007). This modern approach to strategic communication defined the fundamental goals of strategic planning as “controlling the environment and maintaining the organization’s autonomy” (Preffer & Salancik 1978, cited in Sewestianiuk & Voitovici, 2013).

The research in applications of communication science Hellsten et al., (2020) refers to “strategic communication” as an umbrella term in the fields of public relations, corporate communication, organizational communication, and communication management. It is also a close neighbor to social science disciplines, such as business management, psychology, or sociology. From these disciplines theories are transferred to stakeholder theory, trust models and systems theory which are providing fruitful avenues to study organization-society relations. Accordingly, as

communication is an integral part of the field and its purpose is essential to the concept of strategic communication, it should be considered as “An Underrated Pillar on Which Strategic Communication Rests”. Accordingly, communication strategy is always related to the strategic choices of the organization and the environment (Ruler, 2018).

A *strategic communication frame* developed by van Ruler (2016) offers a concept for ‘agile PR strategy development’ within the context of changing society/organizations and legitimacy based on the vision and mission of the organizations. The *strategic communication frame* has eight ‘building blocks’: **Vision, Ambition, Internal situation, External situation, Accountability, Stakeholders, Resources and Action Plan** to be the framework for analysis and research, and a starting point for PR strategy development of an organization (Ruler, 2016).

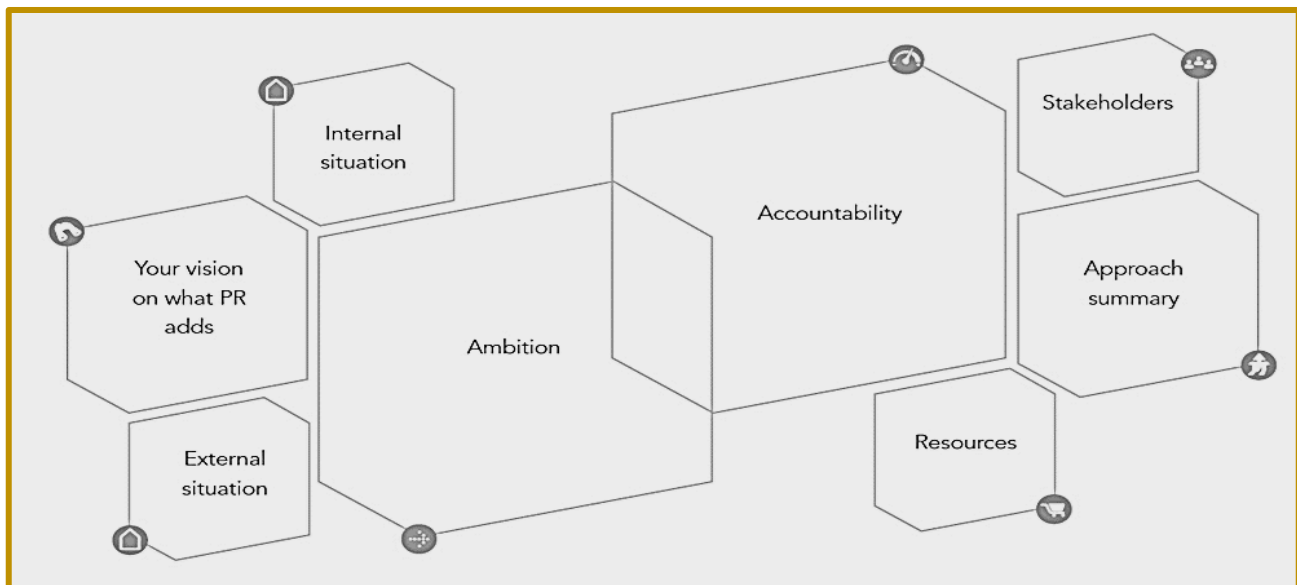
Her seven requirements for good strategy development model of PR and Communication are as follows:

1. Clear vision on communications and its added value to the mission of the organization;
2. Focus on internal and external context as building blocks for constructing ambitions;
3. No smart objectives but inspiring ambitions based on clear choices;
4. Explicit accountability that suits the ambition;
5. Clear choices in every building block, as hypotheses for the future;
6. Compact to fit on one page;
7. Adjustable at any time to respond to situational dynamics.

The Frame does not prescribe what one should do or which strategy is best. It just sets up and enables practitioners to select the best choices for the best strategy adjustable at any time to respond to situational dynamics (Ruler, nd.). The visual representation of the model shows two sides: the left side is focusing on the preparation of Strategic Communication/PR development, the right side is focusing on the implementation of the strategy:

Figure 1: Strategic Communication Frame

Source: Van Ruler: 'Approach summary'



Ruler (2016): 'This model consists of eight interdependent building blocks which demonstrate how developing a strategy is like working on a jigsaw puzzle: you can start wherever you want, as long as choices made in one building block are consistent with choices made in other blocks'.

The terminology strategic communication explored by different scholars in different approaches as: transdisciplinary, holistic and inclusive field of knowledge. Hallahan et al. (2007) argues, strategic communication is how an organization communicates across organizational endeavors, how to function as a social actor to advance its mission and broadly examines the various processes involved through interpersonal, group, and network communications. Hence, strategic communication focuses on how the organization presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners, including their use of relationship building or networks in the strategic process (Hallahan et al., 2007).

The perspective of Communicative Constitution of Organization (CCO) clearly states that communication cannot be reduced to a single profession or organizational function whether in corporate communication, public relations or marketing is used, because communication is a process that cuts across the entire organization and it is constitutive of its very existence (Kuhn & Schoeneborn, 2015 in Heide et al., 2018). In this regard, Kuhn (2015) argues, communication is not a variable, rather we understand communication as a perspective or lens that can help researchers to understand organizational processes and actions.

According to Grunig (2006), strategic communication is a ‘bridging activity’ between organizations and their stakeholders that should be institutionalized (in Mahoney, 2011). It reflects the notion of two-way symmetrical communication beyond the terminology strategic communication used, it has different functions in many disciplines. However professional communications involving in organizations strategic communication pursuits narrowly defined around specific managerial problems (Kuhn, 1996), such as improving organizational performance, selling more products, motivating donors, or building relationships. Whereas the underlying concepts behind strategic communication include, audience analysis, goal setting, message strategy, channel choice, and program assessment (cited: in Hallahan et al., 2007).

Ruler (2018) looks strategic communication theory in relation to modern strategic development theory which is a more or less emergent and continuing developmental process and plays an important role in the emergent and continuing process. According to Ruler (2018), we must see modern strategy theory from a communication perspective as an amalgam of continuous communication processes in order to build, define, present, realize, and rebuild strategy. Therefore, in considering communication as the constituting pillar of strategic communication, and strategy is the context in which strategic communication takes place, strategic communication is the management of this amalgam of making, presenting, realizing, and remaking, as a continuous, reflective learning loop communication processes.

Ruler (2018) propose more interactive lens which focused on how organizational decisions are made in and through communication in general, and strategic communication is only focused on decisions in the context of organizational goals and strategy. This lens views communication helps us to focus on the internal and external arenas in which meanings are presented, propagated, and negotiated in continuous, nonlinear, and complex way. For this reason, strategic communication is still focused on how organizations use communication purposefully to fulfill their mission, but no longer as a one-way process to present, promote, and realize their strategy, nor as a conversational process through which it is built. She suggests an alternative view of strategic communication which focuses on the agile management of the amalgam of communication processes in the context of strategy making, presentation, realization, and remaking.

2.2.4. THE SIGNIFICANCE OF INTERNAL STRATEGIC COMMUNICATION ON ORGANIZATIONAL PERFORMANCE

Though internal communication was long overlooked and given a lower priority in organizational communication, it has seen a high perceived value in recent years (Thornton et al., 2019). Accordingly, Thornton et al. (2019) identified, two significant desired action for employees in internal communication: developing a sense of shared purpose and passionately following through a daily sense of purpose.

In order to make employees align to the organization goal effective internal communication helps them a better understanding of their organization and their job performance to meet the organization goal. As the same time, when the organization listens to its employees, better align its messaging to the internal audience and build strong internal communication which helps the organization to achieve consistency of voice to build trust and credibility, all of which foster employee “ownership” of the organization goals (Thornton, et al., 2019). Therefore, for the purpose of strategic internal communication is concerned with building two-way, trusting relationships with the internal publics with the goal of improving organizational effectiveness (Yeomans, 2009).

2.2.5. INTERNAL COMMUNICATION AS A NERVE SYSTEM AN ORGANIZATION

Since communication is the most dominant activity in an organization, relationships grow through communication and the survival of the organization is based on through effective relationships among members (cited in Berger, 2008). In addition, organizations develop their decision making and problem solving capabilities through strong individual relationships and group coordinated activities of members to make sense of their organization, what is and what it means in order to achieve organizational goals. Consequently, in internal communication employees can get necessary information about their jobs, organization and situations around their environment. It helps employees to motivate, build trust create shared identity engagement; also provides a way to express emotions, share hopes and ambitions among them (Berger, 2008).

The term internal communication used in contemporary organizations is to realize their employees internal communication in the organization (Cornelissen, 2014). Whereas Veriç et al. (2012) argues, due to scant researches on this subject, internal communication in the views of both public relations and corporate communication fields considered as an internal relation or as essential part of change management. According to Veriç et al. (2012), internal communication is emerging as a specialization and as a critical function for organizations that resulted in a series of initiatives aimed at understanding and analyzing the field and advocating it as an independent domain.

Contemporary studies conducted in Europe and the USA are consistently described, in organizational communication, internal communication is among the top responsibility areas of public relations and communication management practitioners. These recent initiatives point to the recognition that internal communication is important and it is a specialist domain unto itself (cited in Veriç et al., 2012). The complexity perspective of internal communication is realized much broader on the environment in which the organizations and their employees are immersed (Thornton et al., 2019). These complex and interpretative process through employees coordinate the work processes essential to the functioning of any organization (Daft and Weick, 1984).

Internal communication as a profession requires a multidisciplinary view and shows the correlation with different professional backgrounds like Management, Psychology, Sociology, Linguistics, Cultural Anthropology, Organizational Culture, Literature (Semiology) and other areas that collaborate in the design and execution of programs (Freitas 2009, cited in Thornton et al., 2019). Based on these multidisciplinary view, they suggest a new look to define internal communication which considered dialogue as inclusive: “it is a valid form of management based primarily on the construction of dialogue, making it possible to establish a more meaningful sense for both the company and its employees. This approach favors conversation, listening, coexistence, sharing of meanings may be the next, and less focused on the dimension of command and control that have been used to in the past.” (Mansi, 2014 cited in Thornton et al., 2019).

(Mansi 2014, p. 155) defined, dialogue is a more mature stage of the communication process: Communication is a two-way road of exchanging and sharing. Dialogue is a space of transformation, of the creation of meaning, of reinterpretation of reality from coexistence. It is not about seeing communication and dialogue as opposed principles, but with different degrees of depth. Communication is the first step of any dialogue, where

individuals get to know each other, coexist, establish trust and only then get to a more profound stage of interaction. (in Thornton et al., 2019)

As human body nervous system, internal communication is considered as “the nerve system of the organization” (intDom, 2016 source: <http://businessdna.co.za>). It is also often referred as the lifeblood of the organization (Chmielecki, 2015). According to Frank and Brownell (1989), internal communications is defined as “transactions between individuals and groups at various levels and in different areas of specialization and these transactions are intended to design (and redesign) organizations and coordinate day-to-day activities.”(cited in Dolphin, 2011).

Above all definitions, the intention of internal communications has moved from controlling and directing people, through providing information, making announcements and supporting industrial relations, to supporting the development of a flexible work atmosphere that is able to adapt to change, seeks improvement, shares knowledge and know-how, generates ideas and involves people in achieving strategic goals.

2.2.6. THE ROLE OF STRATEGIC COMMUNICATION FOR EFFECTIVE INTERNAL COMMUNICATION MANAGEMENT

Managing communications strategically determine the survival of organizations. (Gillas, 2006) organizations must think, act, and manage communication programs strategically, and record measurable results is relevant to internal and external communication to contribute the achievements of organizational mission. The role of internal communications is “building and nourishing employee relations, establishing trust, providing timely and reliable information and thereby contributing to general motivation, particularly in times of change and stress” (Dolphin, 2005, p. 171, cited in Chmielecki, 2015).

Organizational management relies on the organization’s mission, goals, objectives, strategies, and tactics developed in the strategic planning process (Gills, 2006). Grunig (2009) asserts to create effective team in an organization, each member must understand the organization’s vision, goals, and mission or objectives and then be moving in that direction. Accordingly, transparency, symmetry, trust and alignment between discourse and practice are crucial in public relations for organizations excellent communication (Grunig, 2009).

Managing communication strategically means there is a fundamental relationship between the communication activities and the achievement of the organization's mission (Gills, 2006). It means that communication programs support successful completion of the organization's strategic activity in a measurable way. The three fundamental building blocks to any internal communications program are: hierarchical communication, where CEOs, vice presidents, directors, managers, and frontline supervisors play a key role in the communication process; mass media communications, where newsletters, e-mail videos, blogs, and other vehicles reach broad employee audiences (Verci c̃ et al. 2012).

Communication executives consider employee communications important and the key to success in employee relations will involve in building relations more than disseminating information. Thus, strategic communication management needs strategic communication planning that lead strategic thinking in order to make decisions, making the right choices related to internal and external stakeholders and the organization in future (Gills, 2006).

Gills (2006) define the heart of strategic communication management is the communication plan. Strategic communication planning makes organizations better prepared to build and execute an effective, results-oriented communication plan. A communication plan is a written statement of what communication actions will be taken to support the accomplishment of specific organizational goals, the time frame for carrying out the plan, the budget, and the procedures for measuring the results of communication. Communication plans guide the communicator to the right actions that will help the organization to achieve its goals using strategic management tool. Hence, strategic communication plans must be structured accordingly to guide the organization strategic communication (Gills, 2006).

Gills (2006) effective communication plan include: the **executive summary** of the plan which contains the main points of the communication plan, **the communication process** that explain what strategic communication is, **the background** which provides up-to-date on events that led the organization current situation and the need for the communication plan, similarly **the situation analysis** which is the heart of strategic communication planning, the overall **message statement** of the plan needs to share with publics, target audiences, and stakeholders, and **the key message** (i.e what type of message to address to the target audience), techniques of **implementation**, and

budget to accomplish the mission of the communication plan with budget guidelines finally, there should be **monitoring and evaluation** which allows the communicator to maximize the overall communication success. These ten subsections can be summarized in to four major sections of model of strategic communication plan (1) problem or opportunity, (2) Goals and Objectives, (3) Strategies and Tactics, (4) Measurement of success or failure Gills, T. (2006).

2.2.7. THEORY OF SOCIAL CAPITAL

The concept of social capital is used to describe the resources and the degree of shared values and trust among the members of an organization (Putnam, 2000). Putnam and colleagues (1993) define social capital as features of social organization, such as trust norms and networks that can improve efficiency by coordinated actions. According to Putnam (2000), working together requires a bottom-up approach such as: how organizations managed and how societies behave in general. Hence social capital can be seen as the analysis of individual behavior to focus on patterns of relationships between individuals and organizations (Baron et al., 2000 in Ruler et al., 2009)

Burt (1992) social capital theory argues that the diversity of individuals' networks is a better predictor of their social capital than network size. Burt (1992), describe the relationships between social capital and organizational effectiveness, efficiency, and innovation network linkages enable and constrain the flexibility, autonomy, and therefore, the effectiveness of organizational members. Consistent with Burt's (1992) argument, Papa (1990) found that organization members with diverse networks across departments and hierarchical levels were significantly more likely to both increase productivity and hasten the speed with which this change occurred (cited in Jablin and Putnam, 2001).

Social capital is formed over long periods of time as a result of repeated interactions and developed in pursuit of a particular goal or set of goals (Putnam et al., 2003). In theory of social capital IKennan and Hazleton (2006) defined theory of internal public relations. The researchers argue that, social capital is "the ability that organizations have of creating, maintaining and using relationships to achieve desirable organizational goals" social capital accrues through communication, interaction and development of relationships inside and outside of the organization. The use of social capital gained through communication may increase employee satisfaction, commitment and productivity, as well as customer satisfaction (Berger, 2008).

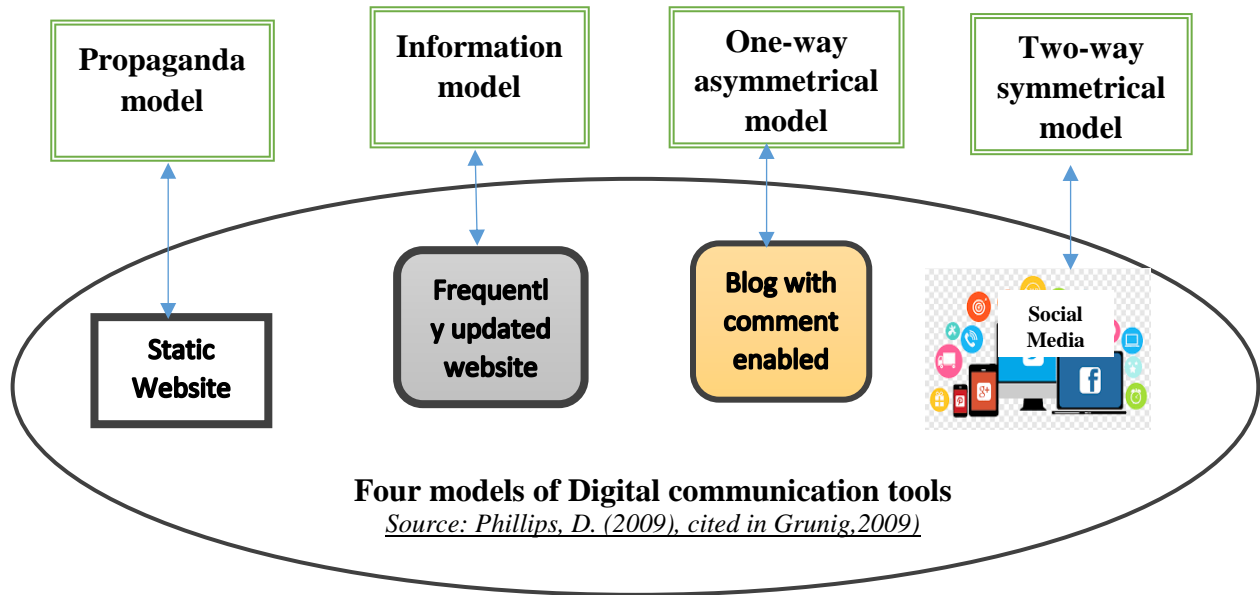
2.2.8. TECHNOLOGY FOR INTERNAL STRATEGIC COMMUNICATION

The interference of media in day-to-day activities increasingly done as an inseparable part of the contemporary society which becomes changing the traditional way of doing things (Carramenha et al., 2019). This phenomenon, which has been studied by Hjarvard communication experts defined as “mediatization” assumed that a reorganization of society is taking place based on the logic of media. It involves interdependence and long-term structural transformations in the relationship between media and other social fields (Carramenha et al., 2019). *“One of the main characteristics of the process of mediatization is the adaptation of everyday practices and institutions to the logic of each media”* (cited in Carramenha et al., 2019).

The new digital media, through its dialogical, interactive, relational and global properties, can make communicators perfectly suited strategic communication management (Grunig, 2009). Grunig (2009) however, the digital media or new media introduced new opportunities, public relation practitioners used online media as an information dump in the same way as of traditional media, newsletters, and publications. Grunig (2009) advised communicators can use and practice the new media allied with the traditional media. He proposed the four model of digital communication tools as Phillip (2009) designed to demonstrate approximate relations with the four models of public relations press agency/publicity, public-information, two-way asymmetrical, and two-way symmetrical models of public relations (Grunig & Grunig, 1992).

The relation of models shows that: static web sites can be used to implement the propaganda model; frequently updated web sites can be used as information model, blogs with comment enabled one-way asymmetrical model and open corporate social media sites like twitter, and other interactive online community contribution sites as a two-way symmetrical model, which seems digital media force communicators toward the two-way symmetrical model (Grunig, 2009).

Figure 2: The new media adaptation of the models of public relation



The new media within its nature, assumed that promotes social bonding, positioning individuals a chain of belonging and recognition with the other (Carramenha et al., 2019). Organizations can use social media as information diffusion and media richness because there is a dialogue communication over the internet environment (Carramenha et al., 2019). Kent and Taylor (1998, p.325), summarizes dialogue communication is “the process of open and negotiated discussion,” in which ideas and opinions were exchanged in its features like mutuality, propinquity, empathy, risk and commitment. Thus, by establishing channels and procedures strategic communication could facilitate dialogue for two-way communication informally (cited in Fangfang, 2016).

Informal communication is a communication which is not defined by the organization structural hierarchy, sometimes the formality or informality of the communication doesn't matter rather the way of understanding each other matters a lot (Lazenby, 2005 cited in Getenet, 2019). Informal communication made within employees in the organization usually increases the formal communication process in the organization. Therefore, the formal and informal way of communication operate interdependently (Carramenha et al., 2019).

2.2.9. INFLUENTIAL FACTORS FOR EFFECTIVE INTERNAL STRATEGIC COMMUNICATION

Institutionalizing communications area has always been a challenging for organizations towards communicating with employees (Gerardi, 2019). Communication played a strategic role regardless of producing communication channels as tools for disseminating information (Gerardi, in Thornton et al. 2019). The structure of organizations may affect the internal communication. Theories of excellence identify organizational structure for effective organizational communication provided useful insights (Rhee, 2004).

Vercic, Grunig, and Grunig, (1996) assert excellent organizations have decentralized management structures that give autonomy to employees and allow them to participate in decision making. They also have participative, symmetrical systems of internal communication with employees that increases job satisfaction. Because employee goals are incorporated into the organizational mission (Vercic, Grunig, & Grunig, 1996). Poor insufficient or inappropriate internal communications affect the work environment of the organization and can result in bad feelings and weak relationships among the employees (Chmielecki, 2015). Also inappropriate communication leads employees for irritation and insecurity.

Sometimes when companies are large in size, there could be more factors disturbing the internal communications which could be the reason and factors of decreasing the effectiveness of internal communications (Chmielecki, 2015). He categorized influential factors of effective communications into three levels: (Micro, Mezzo and Macro)

Micro level influential factors of effective internal communication

Employee's communications competence (i.e. conditions of interpersonal communications effectiveness, knowledge, skills and motivation to communicate), personal communications style of all organization members, which is determined by the communications strategy of a company, relevant message or information perception and an adequate categorization of information and feedback, careful structuring and organizing of verbal messages, effective choice of communications networks are categorized in micro level influential factors of effective internal communication. Proficient and conscious use of a verbal, non-verbal kind(s) of communication,

relevant organizational communications employed by communicators, and identifying and overcoming personal communications barriers are also included as influential factors in micro level.

Mezzo level, influential factors of the organization of communication activities

Organization communication activities are factors categorized in mezzo level influential factors according to (Gills, 2006). Which includes the integration of the communications system and all its subsystems with the goals of the organization, leadership and management style (i.e. effective distribution and use of information, willingness to communicate, effective vertical communication with feedback and encouraging employee self-awareness), which directly fosters or inhibits communications, successful selection of a relevant channel (written vs spoken vs technology-mediated) it directly facilitates successful reaching of company objectives.

Effective conflict management, that is, open exchange of information, tolerance, and empathy, and effective group communications skills, such as relevant supply of information, effective listening, knowledgeable information analysis, efficient enquiry and synergy, which allow efficient horizontal communications flows in an organization are categorized as mezzo level influential factors for effective internal communication.

Macro level, influential factors in communication with external environment

This level includes the communication influential factors an organization have with the external environment that are, organizational objectives,(i.e. vision, mission statements, overall communications strategy), organizational communications values, such as openness of the system, providing and getting feedback, cooperation, valuing informal communications, openness to change, risk tolerance, are powerful factors to improve effective communications of organizations.

Strong communications ethics, between an organization's external and internal communications, and positive affiliations with all interest groups, and identifying and overcoming organizational communications barriers such as: lack of motivation, information overload, competition, inadequate management style may resolve large communications issues, sometimes challenging strategic twists in an organization. Proper feedback is one of the most influential factors of effective communications, in communications processes is of paramount importance when

securing the effectiveness and dynamics of all parameters in the communications system, especially along the lines of vertical communications also other influential factor. The other influential factor is revising the structure of the organization that enables the flow of information and allow the circulation of messages among communicators and prompt feedback on all the levels of interaction.

2.2.10. PRINCIPLES OF EFFECTIVE INTERNAL COMMUNICATION

However there are researches and theoretical understanding on public relations, there is little understanding how internal communication makes organizations more effective (Grunig, 1992, in Vercic et al., 2012). And it is the catalyst for organizational excellence and effectiveness (in Dolphin, 2005). Organizations are effective when they choose and achieve goals that are important to their self-interest as well as to the interests of strategic publics in their environment (Grunig, Grunig, & Ehling, 1992). Public relation practitioners as a bridge between the organization and its strategic publics should contribute to organizational effectiveness by helping organizations in building relationships and resolving conflicts (Vercic, Grunig, & Grunig, 1996 in Rhee, 2004).

A team of six researchers (Grunig, Grunig, Dozier, Ehling, Repper, and White) participated in *Organizational Excellence Study* provided principles of excellent public relations in an organization and its internal and external publics. From the list of generic principles, Rhee (2004) identified, the following are more relevant to the effectiveness of internal strategic communication:

- The involvement of public relations in strategic management and practice of public relations strategically develops programs to communicate with strategic publics, both external and internal that provide the greatest threats to and opportunities for the organization (Vercic, Grunig, & Grunig, 1996).
- Two-way symmetrical model of public relations. Two-way symmetrical public relations is to manage conflict and improve understanding with strategic publics (internal and external).
- A symmetrical system of internal communication. Excellent organizations have decentralized management structures that give autonomy to employees and allow them to participate in decision making. They also have participative, symmetrical systems of

internal communication with employees that increases job satisfaction because employee goals are incorporated into the organizational mission.

According to Grunig (1992b), because employees are critical constituencies in the internal environment, a symmetrical internal communication system facilitates employees satisfaction with the organization as “the catalyst if not the key to organizational excellence and effectiveness”. Rhee, (2004) listed (Grunig, 1992b) three suggested propositions as follows:

The first proposition is excellent systems of internal communication reflect principles of symmetrical communication. Second, symmetrical systems of communication make organizations more effective by building open, trusting, and credible relationships with strategic employee constituencies, and the third proposition is good relationships with employee constituencies are indicated by high levels of job satisfaction, especially organizational job satisfaction.

2.2.11. PERIODICAL SURVEY FOR EFFECTIVE COMMUNICATION

Well-developed strategy is essential to communication effectiveness and it is a grant to align to the goal of the organization. But planning and measuring are the basic steps to defend and sustain the values of organizational communication (Thornton, 2019, p. 241). In implementing internal strategic communication, the effectiveness of the communication strategy should be evaluated and measured. Effective strategic communication planning and management begin and end with research. Research is the communicator’s firm foundation on which to build relevant, results-oriented communication plans in practicing communication strategically (Gills, 2006). He asserts the formal communication research in to two: primary and secondary.

The primary research is data collected for the first time, specifically for the project on which the communicators working. Primary research begins from scratch, so it is generally more expensive and time consuming than secondary research. The advantage of primary research is that it is completely relevant to the organizations current situation. The tools of primary research are interviews, surveys and questionnaires, and focus groups. Communicators can hire a research firm to do it or do it all themselves. Secondary, research is data collected by others (outsource) that the communicator study and apply to the situation of the organization. It is generally less expensive and quicker to obtain, but it must be adapted to the organizational situation.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the overall research design and methods employed in order to achieve the objective of the study. The research design, methodological approaches, data sources, data collecting instruments, sampling techniques, and data analysis methods are included in the chapter. As well as measurement of questionnaire items, validity and reliability, and ethical considerations used in the study are defined.

3.1. RESEARCH DESIGN

This study is conducted to assess the effectiveness of internal strategic communications in MoP. To achieve the overall objective of this study, convergent or concurrent mixed method design is chosen as an appropriate design based on the timing of data collection (Creswell, 2014). The key assumption of this approach is that both qualitative and quantitative data provide different types of information, often detailed views of participants qualitatively and scores on instruments quantitatively (Creswell, 2014).

Within all aspects of research design mixed method research is problem- centered with the research problem guiding. It clearly states the phenomenon under inquiry and the researcher may identify different dimensions of the topic as appropriate to the study (Leavy, 2017). The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provide a more complete understanding of the research problem than either approach alone. Both qualitative and quantitative research in the social and human sciences are legitimately perceived (Creswell, 2014). Hence, convergent mixed method design is employed for this study by using both methodological approaches which helps to understand the research problem and to obtain rich data.

3.2. RESEARCH METHODOLOGY

In a research design there are three approaches: (qualitative, quantitative and mixed methods), Creswell & Creswell, (2018) describes the three research approaches as follows: Qualitative

research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. In the process of research, the researcher collect data through questions and procedures typically in the participants setting. The data analysis inductively build from particulars to general themes and the researcher make interpretations of the meaning of the data. In qualitative research, the final written report has a flexible structure as form of inquiry style, a focus on individual meaning and the importance of reporting the complexity of a situation.

In quantitative research, researcher's objective will be to test theories by examining the relationship among variables. Variables can be measured typically on instruments, so that numbered data can be analyzed using statistical procedures. The final report has assumptions about testing theories deductively against bias, being able to generalize and replicate the findings (Creswell & Creswell, 2018).

A study tends to be more qualitative than quantitative or vice versa. Mixed methods research resides in the middle of this continuum because it incorporates elements of both qualitative and quantitative approaches (Creswell & Creswell, 2018). Accordingly, both quantitative and qualitative approaches are employed in this study and both data were collected simultaneously, and interpreted o get the final results

3.3. DATA SOURCES

The study employed both qualitative and quantitative methodological approaches to get rich data. In data collection the primary and secondary data sources used to get relevant data. Primary data gathered from the questionnaire distributed and collected by the researcher, and direct or face-to-face in-depth interview. Open-ended interview, unstructured and semi-structured interview performed in Amharic language (Appendix III & V) to help informants genuinely express their thought. The collected responses from key informants recorded by taking written notes and audiotaping, and appropriate English translation made and interpreted by the researcher. Secondary data gathered from document review, MoP website, FDRE Negarit Gazete, MoP five year communication strategy, MoP's, internal communication guideline (Appendix VII), Ministry's WhatsApp and Facebook social media platforms.

3.4. DATA COLLECTING INSTRUMENTS

The assessment involves a collection of data through open-ended semi-structured and unstructured questions, close ended structured questions, in-depth interview and document review data collecting instruments to collect both qualitative and quantitative data. Primary and secondary data sources were used to obtain a rich data. The data collection instruments and procedures in the study include setting the boundaries for the study, collecting information through interviews, document review, and questionnaire (Creswell, 2014). The process of data collection, data analysis, and interpretation of both quantitative and qualitative data were done in rigorous methods (Creswell, 2014).

Data gathering instruments and their relevance in the study is described as follows:

3.4.1. INTERVIEWS

Interview is a commonly used research genre, there are numerous interview methods available to qualitative researchers, including in-depth, semi-structured oral history or life history, biographic minimalist, and focus groups (Leavy, 2017). Data are collected through different forms of verbal interchange face-to-face. An interview uses different types of interview questions that include unstructured and semi structured questions and records replies from the respondents.

Interview enables the researcher to get a rich information gained by observation, face-to-face relationship and eye contacts between the researcher and the informant. Thus, the researcher can catch additional input from non-verbal communications. The interview research allows participants to describe their views in their own words with open-ended unstructured and semi-structured questions. It also provides an opportunity to the researcher to find out more accurate responses on sensitive issues (Creswell, 2014).

According to Creswell (2016), it has some limitations such as: researcher's presence may bias responses, not all people are equally articulate and perceptive privacy may be an issue with online contact. In this research, the researcher will give good considerations for those kind of limitations in the data collection process. Researcher used an interview protocol for asking questions and recording answers (Creswell & Creswell, 2018). Information from interviewee recorded using

hand written notes and audio taping (Leavy, 2017). The study involved in-depth interviews with key informants through open-ended unstructured and semi-structured questions, Open-ended questioning helps the researcher to gather rich information better, as the researcher listens carefully to what people say or do in their life settings (Creswell, 2014).

3.4.2. QUESTIONNAIRE

In this mixed method study both qualitative and quantitative questions will be included to address the nature of the study. Mixed methods questions rely on relational language to get the comprehensive and better understanding (Leavy, 2017). The questionnaire includes both quantitative and qualitative questions. To obtain the respondents' specific views and their voices about the topic using both closed-ended quantitative data and open-ended qualitative data proves advantageous (Creswell, 2014). To collect breadth of data, more of quantitative closed-ended questions are conducted in Likert scale which provides a level of agreement and asks respondents to select a single response (Leavy, 2017).

3.4.3. PILOT-TESTING THE QUESTIONNAIRE

A pilot test is a complete run-through of the study (Leavy, 2017). Before the researcher immerse him/herself to the field of the study he/she have to made a pilot test to investigate the possibilities of undertaking a particular research study (Kumar, 2011). Accordingly, questionnaire pilot test were carried out to ensure the quality of the questionnaire and to eliminate ambiguities in this research. From the total number of proposed respondents 30% (n=15) employees selected conveniently according to their convenience and availability to complete the pilot testing questionnaire.

From the responses it was noted respondents face lack of clarity to understand questions and the concept, and also to answer too many questions (i.e. 40 questions) were boring to them. The researcher earmarked the comments and made right changes on the questionnaire.

3.4.4. CRONBACH'S COEFFICIENT ALPHA RELIABILITY CHECK

Cronbach's alpha is the most common measure of internal consistency 'reliability' used when multiple Likert questions used in a survey/questionnaire that form a scale to determine if the scale

is reliable or not (Gliem & Gliem, 2003). This research used Cronbach's coefficient alpha to estimate the reliability of the type of scale to determine the internal consistency of the test or correlation of items within the test. From the recorded value, it is observed series of individuals show repeated measurements that show consistency while one set of measurements different values. The concept of reliability in research is if a research tool is consistent and stable, hence predictable and accurate, it is said to be reliable (Kumar, 2011). The researcher check how much the given answers are consistent in Cronbach's coefficient alpha, and the test scored 88% reliability of the type of scale used in the study. When the researcher used an instrument under the same or similar conditions to the same or similar population and obtain similar results, it is said that the instrument is 'reliable' the more similar the results, the greater the reliability (Kumar, 2011).

3.4.5. DOCUMENT REVIEW

Document review is one form of qualitative data collection instrument. It enables the researcher to obtain the language and words of participants. Document review can be accessed at a time convenient to the researcher. Documents represent thoughtful data compiled by participants with a given attention. It saves researcher's time and expense of transcribing. Collecting data through document review may have limitations like: there may be protected information unavailable to public or private access, some information need transcribing or optically scanning for computer entry, the documents may be not authentic or accurate (Creswell, 2014).

Bear in mind those limitations, Ministry's five year communication strategic plans, internal communication guidelines and digital communication tools such as: the Ministry's web site, signage (i.e. digital information display), Ministry's social media (i.e. Facebook, Telegram, WhatsApp), communication strategy were included in the document review of this study.

3.5. SAMPLING TECHNIQUES AND PROCEDURES

This study is designed to collect both quantitative and qualitative data using convergent mixed method design. The researcher employed the appropriate research method and sampling technique to maximize the reliability and generalizability of findings (Leavy, 2017). As Creswell (2015), convergent mixed method design is a single phase approach, both qualitative and quantitative data

collected simultaneously and analyzed separately and, the results will be merged (cited in Leavy, 2017).

The study employed purposeful and convenience sampling techniques to collect data and the samples are taken from the same study population (from employees in the Ministry of Peace), convenience sampling is possible when the investigator use naturally formed groups (e.g., a classroom, an organization, a family unit) or volunteers (Leavy 2017). This approach is often used when the researcher has access to subjects within a particular institution, organization, business, group, and so forth (Creswell, 2014).

In data collection the concept of self-esteem is being measured quantitatively, the same concept is asked during the qualitative data collection process in an open-ended, semi structured and unstructured interview questions (Leavy, 2017). Thus, respondents are selected due to their experience, responsibility, related knowledge and profession to the research topic and their accessibility to the researcher (Leavy, 2017), data availability and convenience (Creswell, 2014). The form of data collection procedure performed in distributing questionnaires for available respondents in the office, by email to the selected respondents; in review of documents and visual materials, and face-to face interview done with key informants.

3.5.1. PURPOSEFUL SAMPLING

The primary consideration in purposive sampling is that the researcher's judgement, who can provide the best information to achieve the objectives of the study (Kumar, 2011). Purposefully selecting participants or sites (or documents or visual material) help the researcher best understand the problem, also based on the premise that seeking out the best cases for the study produces the best data (Creswell & Creswell, 2018). Thus, it is important to be strategic in order to find rich information that best address the research purpose and questions (Morse, 2010, Patton, 2015, in Leavy, 2017). In this mixed method research, qualitative data information collected from purposively selected key informants using in-depth interview and purposively selected documents reviewed to obtain the relevant and rich information.

3.6. SAMPLING SIZE DETERMINATION

Sample size determination indicates the number of people in the sample and the procedures used to compute this number (Creswell & Creswell, 2018). Since Ministry of Peace is a new established Ministry, the internal public is composed of new recruitments and longstanding staff with different professional backgrounds. Therefore, the researcher intended to select large number of respondents who have long experience in the Ministry to get rich and relevant data according to their convenience and availability (Creswell, 2014).

From the total population of employees in the Ministry of Peace (336 total number of employees i.e. 37 management and 299 staff), 15% (n=50) respondents are chosen based convenience sampling technique to collect data from questionnaire. The sample size is determined due to the researcher's insight, judgement, level of education, their profession in to the study topic and their understanding of the research problem. For the data collected from in-depth interview four informants (i.e. Communications and Press Media General Director, Communication/PR Director, Communication/PR, Expert, and Human Resource Director) were selected as key informants.

3.7. VALIDITY AND RELIABILITY

Validity and reliability are the two main evaluating criteria for quantitative research. Validity refers to the extent to which a measure is actually tapping what we think it is tapping and reliability is the consistency of results, whether scores to items on an instrument are internally consistent, stable over time (Creswell, 2009).

The concept of reliability in research is if a research tool is consistent and stable, hence predictable and accurate, it is said to be reliable. The greater the degree of consistency and stability in an instrument, the greater its reliability (Kumar, 2011). The importance is because the data collection instrument scale items should be assess the same underling construct, and should have appropriate intercorrelations to ensure the internal consistency by Cronbach's alpha (α) value that ranges between 0 and 1 (Creswell & Creswell, 2018).

Validation in a research requires the methods used appropriately for the research purpose and the data gathered and conclusion from the research findings are also appropriate (Maxwell, 1992 cited in Leavy, 2017). According to Creswell and Creswell (2018) validity using the convergent

approach is based on establishing both quantitative validity and qualitative validity. Validity in quantitative research refers whether the researcher can draw meaningful and useful inferences from scores on the instruments (Creswell & Creswell, 2018).

In qualitative practice, validity speaks to the credibility and trustworthiness of the project and any assertions or conclusions (Leavy, 2017). Validation of a particular project would require that research methods are used appropriately for a particular research purpose and that the data gathered and the conclusions from the research findings are also determined to be appropriate (Maxwell, 1992 cited in Leavy, 2017).

(Creswell, 2009), define various types of validity measures such as: construct validity, focused on the measure is tapping into the concept and the related concepts into which we propose that it is tapping. Predictive or concurrent validity, focused on if scores predict a criterion measure and if results correlate with other results and content validity, which measures if the items and the content they intended to measure. In this research content validity conducted to ensure the validity of constructs and if the instruments cover the specific objective. The researcher used the literature review to identify the items that measure the study objectives. Hence, the researcher decided the items measure the specific objectives of the study.

Regarding the reliability of the questionnaire, the researcher conducted a pilot test and ensured the reliability of the questionnaire by Cronbach's coefficient alpha test measurement of the internal consistent and scored 88% that shows the good reliability of responses of the questionnaire.

3.8. ETHICAL CONSIDERATIONS

Ethical issues that center on the interpersonal relationships between the researcher and participants refers to an "ethics of care" (Ellis, 2007 as cited in Leavy, 2007). The purpose of this study is to assess the effectiveness of internal strategic communication in the Ministry of Peace. The researcher considered that the identification of this research topic will benefit the Ministry's internal communication strategy. The study gives respect to the norms and characters of the organization (Creswell, 2014). During interpersonal relationship between the researcher and participants in collecting data, the researcher respectfully discussed the purpose of the study and how data would be used.

The researcher took into consideration about ethical issues in avoiding leading questions, not disclose sensitive information, correction, and enacting the agreed upon informed consent points (Creswell, 2014), ethical issues were considered in gathering data (Leavy, 2007). Researcher provide rewards for participants for their participation when leaving the site (Creswell, 2014). In analyzing reported data, the researcher were respectful to the privacy and anonymity of participants and avoided disclosing information that may harm participants (Creswell, 2014).

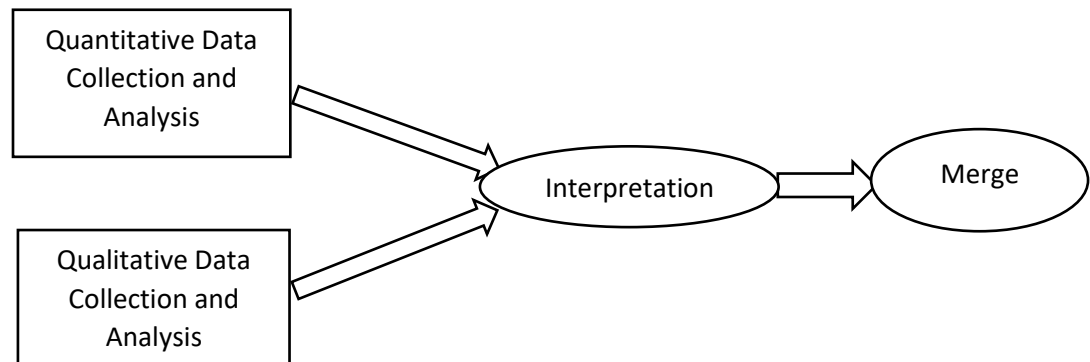
CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATIONS AND FINDINGS

4.1. INTRODUCTION

This chapter presents the results and interpretation of collective evidences related with the research objective of the study. The process of data analysis as related to the chosen design, first the qualitative data coded and analyzed in to the themes and second the quantitative data were analyzed in terms of statistical results and thirdly results from two databases interpreted separately and merge together into a single data category (Creswell & Creswell, 2018).

Figure 3: Convergent Design (One phase design)



Source: (Creswell & Creswell, 2018)

The data gathered from questionnaires were analyzed by using Statistical Package for Social Science (SPSS) version 26 software and interpreted. The researcher prepared a code book and coded each question based on key variables under the study. In analyzing the data gathered from interviewees the researcher used pseudonyms for key informants (KI), (KII), (KIII), (KIV) to keep confidentiality of identities of participants (Creswell, 2014).

4.2. FINDINGS

The study was carried out to assess Internal Strategic Communication Effectiveness in MoP. Concerning this, the assessment focused to find out the significance of communication strategy, the implementation of internal strategic communication and the tools used to measure internal strategic communication effectiveness in the Ministry. The research applied mixed methodology

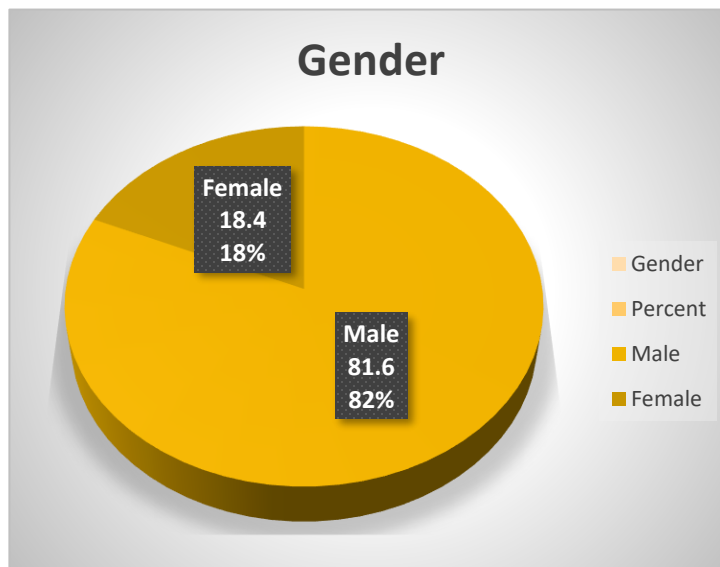
for both quantitative and qualitative data collection instruments. The researcher selected 15% a sample size of (n=50) target population among the (n=336) total population of the Ministry. The study also took consideration of the educational level and work experience of respondents. This approach is often used when the researcher has access to subjects within a particular institution, organization, business, group, and so forth (Creswell, 2014).

Regarding quantitative data collection, 28 Likert scale questions that anchored from strongly agree to strongly disagree and 3 open ended questions were distributed for the total of 71 respondents in a printed paper and by email (Appendix I). The researcher conducted in-depth interview (Appendix II & IV) with key informants. Larger number (n=50) of the targeted respondents responded among the selected total (n=71) population. The results of the study from questionnaire, in-depth interview and document review were presented according to the specific research objectives. Descriptive results and interpretations were presented via tabulated analysis and Charts. Accordingly, responses from in-depth interview and document review were interpreted and analyzed.

4.2.1. EVIDENCES OF DEMOGRAPHIC VARIABLES

The demographic descriptions of respondents (i.e. gender, level of education, field of study and work experience) of respondents in the Ministry described in charts as follows.

Chart 1 – Sex distribution of respondents



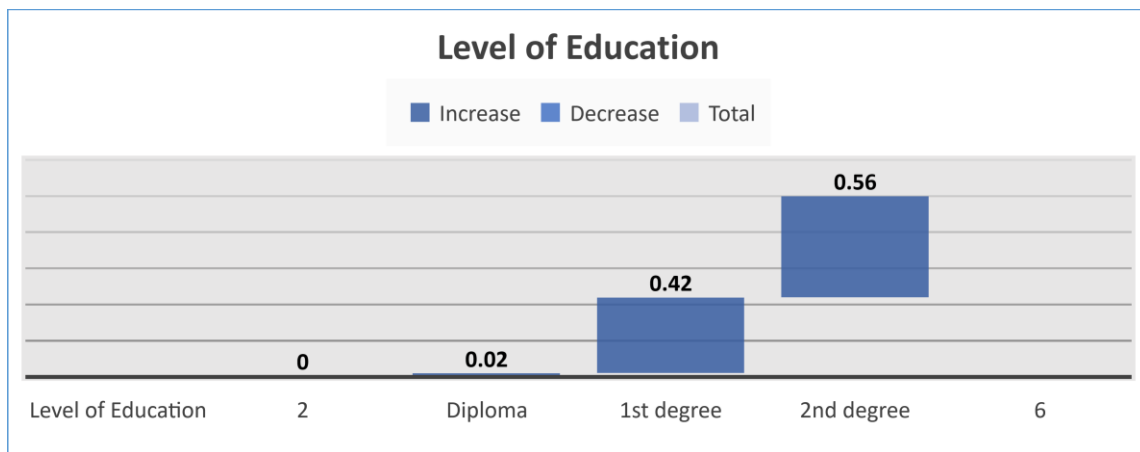
Source: researcher's own work

Chart 2- Work experience of respondents



Source: researcher’s own work

Chart 3 - Respondents level of Education



Source: researcher’s own work

4.2.2. THE SIGNIFICANCE OF COMMUNICATION STRATEGY IN THE MOP

This research objective is to examine the significance of strategic communication to achieve the Ministry’s mission. The researcher developed five variables under this construct. Through these variables the researcher wanted to determine: the understanding of employees about MoP’s communication strategy and its significance, the degree to which the management and employees are aware on the essentiality of strategic communication to achieve Ministry’s mission, the importance of internal strategic communication for employees towards improving their work

performance, and the role of internal strategic communication in fostering social interaction to build organizational communication culture.

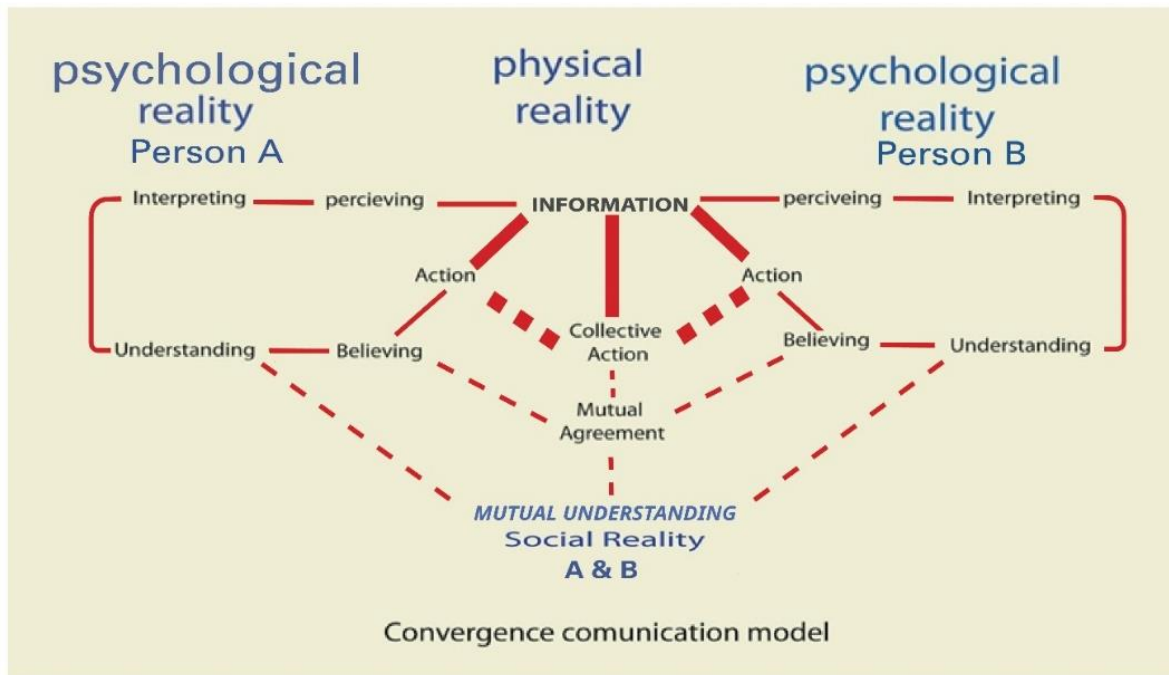
Findings regarding the significance of communication strategy in MoP, the key informants suggest that communication strategy is vital to the Ministry in accordance with its vast and assortment responsibilities. The Ministry of Peace in addition to the powers and duties provided in proclamation No. 1097/2018, recently designated as “The National Communication Secretariat” of the FDRE. Therefore, key informants considered communication strategy as backbone to the Ministry to achieve its objectives.

Through the document review, the researcher found out the Ministry has a five year (2019 -2023) 80 pages communication strategy based on two-way communication principles prepared in Amharic language. MoP’s communication strategy laid out a feedback system, a five year communication action plan (p. 58-65), annual communication audit strategy and procedures of stakeholders and media involvement. The strategy also comprises an interactive/convergence communication strategy model (see Figure 1) which provides high media options, and focused in mutual understanding among sections of the society and with external stakeholders (p. 19).

According to key informants, the communication strategy used to create awareness, to introduce the activities of the Ministry to the internal and external publics, to guide and coordinate the Ministry efforts. Also the communication and coordination works of various functional Directorates in the Ministry and the eight sub offices which are reporting to the Ministry are under the internal strategic communication of the Ministry. Moreover the strategy includes the external communications with Media and other governmental and non-governmental stakeholders.

Responses of key informants indicate, the Ministry has a well-organized strategic plan document developed by professional consultants in 2019. From the responses the researcher noticed more than two third (2/3rd) of respondents are aware of MoP has a communication strategy. Analysis of their responses showed (32%) of respondents strongly agree and (46%) of them agree that the Ministry has strategic communication document in place. Whereas (14%) of respondents were neutral or not sure about the communication strategy and (6%) were doubtful or not aware, but the remaining (2%) of respondents strongly disagree about the existence of the aforementioned strategy in the Ministry.

Figure 4: Ministry of Peace communication strategy model



Source: Ministry's five year Communication Strategy document (p. 19)

According to Ruler (2018), communication strategy is always related to the strategic choices of the organization and the environment. MoP's communication strategy document mainly targeting in creating mutual understanding among segmented societies (i.e. Youth, Women, religious institutes, cultural leaders and patriarchy etc.), detailed strategies with external stakeholders and how to use multidimensional media options to address the society. The communication strategy model (Figure 4) also didn't explicitly addressed the internal strategic options rather it elaborates media options and mutual understanding among the society. Whereas in MoP's five year communication strategy action plan internal communication is stated as one goal to improve the Ministry's effective communication system.

The justification by MoP for choosing such strategic communication model is because it allows a wide knowledge sharing and feedback system among stakeholders, high media options, and communication access with external stakeholders. It is noted in the literature review of this study strategic communication frame with eight building blocks (see Figure 1) in the concept of 'agile communication strategy development' within the context of changing society/organizations and legitimacy based on the vision and mission of the organization. Accordingly, to understand and to define the external communications, a good picture of the internal situation like how do

management member and employees communicate with each other and how do they encounter the outside environment is essential.

The strategic communication frame should sets up and enable practitioners to select the best choices for the best strategy adjustable at any time to respond to situational dynamics in the Ministry. In this regard the visual representation of MoP's strategic communication model didn't provide options for communication practitioners to select the best strategy according to situational dynamics and implementations according to the Ministry's wide responsibilities. In addition it is blurred how to achieve the Ministry's mission through the communication strategy.

Regarding the essentiality of internal communication strategy to achieve Ministry mission, the majority of respondents confer (58% strongly agree, and 28% agree) it is essential. According to Grunig (2009) to create effective team in an organization, each member should understand the organization's vision, goals, and mission or objectives and then be moving in that direction. Therefore, from the responses it is noticed employees in MoP believe internal communication strategy is essential to achieve Ministry's mission, which have significant value for Ministry's goal achievement.

Based on the above findings from key informants, document review and questionnaire responses the study determined, the significance of communication strategy and its essentiality to achieve Ministry's mission, large number of employees had the understanding of the necessity of internal strategic communication to achieve the Ministry's mission and its significance for goal achievement. Nevertheless the available communication strategy model of MoP didn't clearly address the strategic options to address the internal publics which have a high significance value to the Ministry's goal achievement, to motivate, build trust and shared identity engagement among employees as well as to develop management decision making and problem solving.

The following table demonstrates frequency of responses to the items: The Ministry of Peace has a Communication Strategy; Internal Communication Strategy is essential to the Ministry to achieve its mission.

Table 1: Responses about employees awareness about the Ministry communication strategy and its importance to achieve Ministry’s mission

The Ministry of Peace has a Communication Strategy	Frequency	Percent	Internal Communication Strategy is essential to the Ministry	Frequency	Percent
Strongly agree	16	32	Strongly agree	29	58
Agree	23	46	Agree	14	28
Neutral	7	14	Neutral	5	10
Disagree	3	6	Disagree	2	4
Strongly disagree	1	2	Strongly disagree	--	----

Source: researcher’s own work.

Regarding the internal strategic communication for improvement of employees job performance informant (KII) coincide employees commitment with some other factors such as (salary increment, close and smooth relationships with management, share quantified tasks between the management to the employee, timely response to employees questions and concerns by the responsible management). According to (Thornton et al., 2019), in order to make employees align to the organization goal, effective internal communication helps them a better understanding of their organization and their job performance to meet the organization goal.

According to the response in this particular variable, the study determined large number of respondents (78% agreed) internal strategic communication is significant to enhance employees job performance. However (28%) of the population is considerable number of respondents, showed there existed a gap of awareness how internal strategic communication in link with their performance and of eventually the significance of its contribution to the achievement of the Ministry mission. The Following table shows frequency of responses about internal strategic communication improves employees job performance.

Table 2: Responses on Internal Strategic Communication improves their job performance

Internal Strategic Communication improves employees job performance	Frequency	Percent
Strongly agree	18	36
Agree	18	36
Neutral	10	20
Disagree	2	4
Strongly disagree	2	4

Source: researcher’s own work

About the significance of internal strategic communication towards the improvement of organizational culture and employees social interaction, responses shows (80%) agree that internal communication strategy improve organizational communication culture and (70%) also agree it can improve their job performance. Thus from the given indications Mop employees believe internal strategic communication is needed for their interaction to build communication culture and to improve their job performance. Table 3 describes the frequency of item : Internal strategic communication improve organizational communication culture, and the internal strategic communication practiced in the Ministry allows social interaction among employees and the management.

Table 3: Responses about the importance of internal strategic communication for communication culture and social interaction

Internal strategic communication improve organizational communication culture	Frequency	Percent	The internal strategic communication practiced in the Ministry allows social interaction among employees and the management	Frequency	Percent
Strongly agree	17	34	Strongly agree	14	28
Agree	23	46	Agree	21	42
Neutral	7	14	Neutral	11	22
Disagree	2	4	Disagree	2	4
Strongly disagree	1	2	Strongly disagree	1	2

Source: researcher's own work

4.2.3. IMPLEMENTATION OF INTERNAL STRATEGIC COMMUNICATION

This section of research objective focused on the ways how the Ministry implemented internal strategic communication in its work environment. The Researcher intended to assess and identify tools and methods the Ministry implemented to internal strategic communication. In this regard, the study looked in to the application in activities of regular meeting, activities of Communication/PR Directorate, and the engagement of senior management, employees' involvement, and the means of media options used in MoP.

4.2.3.1. ACTIVITIES OF REGULAR MEETING APPLICATION IN MOP

The key informants under (KI&KII) category of the study indicated that the Ministry guided information/communication flow based on its internal communication guideline that encloses meeting schedules among senior management, senior and middle level management as well as middle and lower management hierarchically. Additionally, there also exist general assembly meeting of the Minister with the whole staff scheduled quarterly.

The Researcher was able to substantiate responses through document review of the internal communication guideline of the Ministry. Accordingly, the guideline described the type and frequency of meeting schedules, defined participants/members, venue and time and also defined the responsible Chairperson (i.e. the Minister).

The other group of informants (KIII) argued differently from the above (KI&KII) informants. They argue that even though the Ministry developed a five year communication strategy plan and guideline, the actual implementation was not satisfactory. The Informants mention the scheduled monthly and quarterly meetings of senior management with all staff assembly had not been conducted according to the plan. Moreover, Informants under study category (KIV) also shared this idea and indicated scheduled meetings were executed irregularly and/or did not happen mostly.

In this regard, analysis of responses from questionnaire indicated 36% of the respondents claim scheduled meetings between employees and the management actually happen with [(4%) strongly agree, (32%) agree] rate. On the other hand, 40% of respondents claimed differently and disagreed on actual happening of meeting schedules with rate of [(24%) disagree and (8%) strongly agree)]. The remaining (32%) of respondents were indifferent/neutral on the subject.

Based on informants under (KI and KII) and those informants under (KIII and KIV), the researcher noticed, there perception about implementation of internal strategic communication in the Ministry is different based on their hierarchical level. Accordingly, the Researcher noted the larger number of respondents (lower/non-management staff) did not support the claim by the higher management staff. Therefore, the study found out there existed a conflicting perspective about the actual implementation of scheduled/regular meetings of senior management with employees which has a great contribution for improvement of internal strategic communication.

Differently from the above noted own claim by the key informants (KI &KII), they also admitted the Ministry's internal communications was not fully effective and had limitations and challenges. They described the limitations as, unplanned emergency issues and current affairs in the country such as: resolving conflicts and instabilities in some parts of the country and the current global pandemic COVID 19 (The Ministry leads as the National Communication Secretariat of COVID 19 prevention program). Thus, with the vast responsibility of the Ministry handled, it was challenging to implement the communication strategy effectively. Rather, the Ministry was forced to set short term communication strategic plan to suit to the current situations.

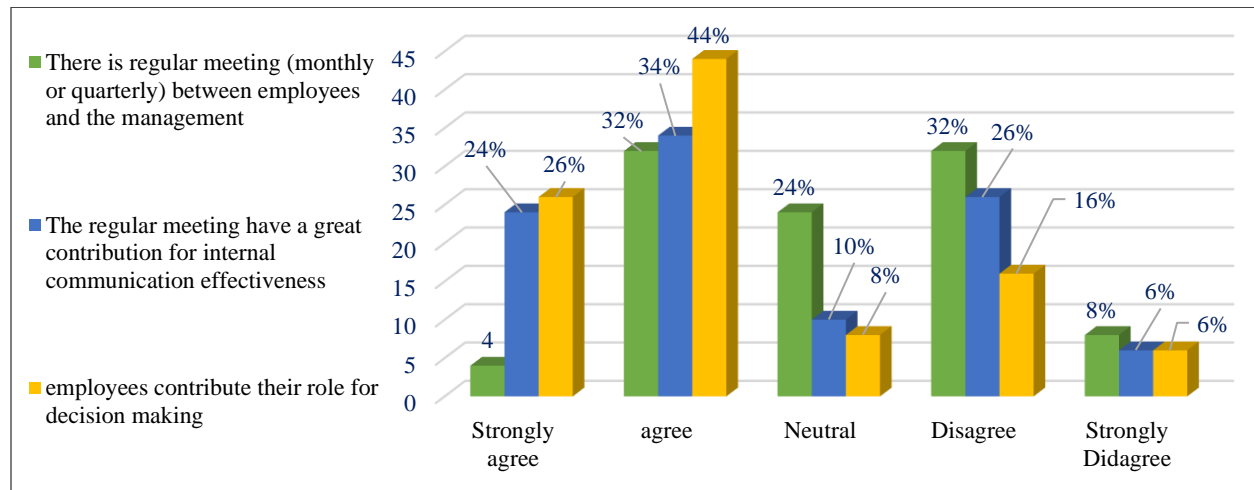
According to (Dolphin, 2005), the role of internal communication is "building and nourishing employees relations, establishing trust, providing timely and reliable information and thereby contributing a general motivation, particularly in times of change and stress". Responses about regular meeting contribution for internal communication effectiveness specify (24%) are strongly agree and (34%) agree regular meeting contribute for effectiveness of internal communication however (26%) are disagree and (6%) strongly disagree with this idea. In a closely related fashion, responses regarding significance of regular face-to face meetings with the management for employees' contribution role for decision making, majority of respondents agreed the internal publics can contribute its role in decision making (i.e. 26% strongly agree, 44% agree). Whereas, 22% of them as [(16%) disagree and (6%) strongly disagree]. The rest (8%) respondents were neutral on the subject.

Therefore, majority of employees believe regular meeting could improve effectiveness of internal communications and support the perception of closer, and regular meetings with management could enhance their role in the decision making process. On the other hand considerable number of employees (22-32%) of the total of respondents have a common view or believe differently on the subject. Moreover, it is noticed the number of respondents with indifferent/neutral view that accounted for (18%) altogether in both subjects.

Accordingly the researcher made note of a considerable gap in terms of awareness and understanding on the contribution of regular meetings for effectiveness of internal communication as well as the significance of regular face-to face meetings with the management for employees' role for decision making. Regular meeting have a significant value to make employees initiation

consistent and foster sense of “ownership” of Ministry’s goals. The following chart illustrates frequency of responses of three variables: if regular meeting executed according to the schedule in Mop, its contribution to improve internal strategic communication and employees contribution when there is a face-to-face regular meeting with the management.

Chart 4: Responses frequency of regular meeting according to the schedule, its contribution and employees role for decision making



Source: researcher’s own work

4.2.3.2. ACTIVITIES OF COMMUNICATION DIRECTORATE TO IMPLEMENT INTERNAL STRATEGIC COMMUNICATION

Communication Directorate as one of the functional Directorate in the Ministry of Peace run as a direct report for the Minister. The Directorate has five staffs (i.e. four communication experts led by a Director). The Communication Directorate was the direct responsible Directorate for the internal communication activities in the Ministry of Peace.

This study obtained responses from respondents (KII, & KIII). Based on responses from (KII) communication has become increasingly vital for the Ministry to fulfil its responsibilities. The Directorate planned and implemented various mechanisms to improve internal communication in the Ministry through use of different communication instruments such as: social media, web page of the Ministry, on Facebook and WhatsApp, such as “**YeselamBeteseb**”, an internal message dissemination electronic devise (Signage), publishing TV spots on popular local media and also created account on Gmail called communicationMOP@gmail.com to interact more with external

stakeholders and the Public. The Directorate has also a short term plan to develop web-based internal communication platform called “Idea Bank” that would be accessible and enable everyone in the Ministry interact, share idea/knowledge, dialogue and give feedbacks and improve employees freedom of expression. Moreover, though it was in an infant stage, the Directorate planned to select and assign communication Focal Points, in all functional Directorates of the Ministry who would be support in facilitation of internal information exchange with the Directorates.

However, Informant (KII) indicated limitations/challenges as shortage of professional staff and lack of technological resource (equipment, and software). They added that these limitations were directly related to the absence of allocated budget for the Directorate. Informant (KIII) also share (KII)’s idea that the communication Directorate was running with the limited staff and trying to practice the communication works in a better and express way in recent three and four months.

Accordingly, respondents response regarding the activities of communication Directorate showed, more than 50% percent of respondents [(strongly agree (12%) and (42%) agree)] that communication/PR Directorate initiates employees to practice internal communication, whereas (26%) of respondents are neutral to give their suggestions about the practice of the directorate and (18%) are disagree with the Communication Directorate did very little activity in initiating employees to practice of internal communication. The researcher noted that there is partiality of understanding and knowledge among the internal publics of the Ministry on the activities of the communication Directorate was doing.

This section deals with the practice of Communication/PR Directorate is to maintain internal strategic communication according to the communication strategy to achieve the Ministry’s mission. Accordingly, (72%) of respondents believe that Communication/PR Directorate maintain practices of internal strategic communication to achieve Ministry’s mission, the rest [(14% disagree, 2% strongly disagree)] and the rest (12%) were neutral.

Based on the above descriptive and interview responses employees recognize to a greater degree in the practices of communication/PR Directorate. Likewise, respondents believe the practice of the Directorate in maintaining internal strategic communication could highly contribute for the Ministry’s goal achievement. According to Grunig (1992b), employees are critical constituencies

in the internal environment, a symmetrical internal communication system facilitates employees satisfaction.

Table 4: Responses about the activities of Communication/PR Directorate regarding improvement of internal communication

The Communication/PR Directorate initiate employees to practice internal communication			The Communication/PR Directorate maintain internal strategic communication to achieve Ministry's mission	
	Frequency	Percent	Frequency	Percent
Strongly agree	6	12	8	16
Agree	21	42	28	56
Neutral	13	26	6	12
Disagree	9	18	7	14
Strongly disagree	1	2	1	2

Source: researcher's own work

4.2.3.3. MANAGEMENT ENGAGEMENT AND EMPLOYEES INVOLVEMENT

Under this subject the researcher wanted to assess the management contribution and employees involvement regarding the implementation of internal strategic communication which encourages employees performance.

In this regard responses from key informant (KII) show that, the communication interaction among employees and with the management can be said that very good and increased. (KII) describe some indicators such as, senior management start working/interacting with staff more closely, there is proper job specification and evaluation system, freedom of expression of idea, and also the recent salary increment for employees, sponsoring education without requirement of service after education (i.e. we have sponsored education for 30 staffs only in one year) are considered as a reason for increasing employees commitment and initiation. In addition treating employees as a family by senior higher official with inspirational words like: *"I am not the Minister but I am a family of Peace"* and *"I serve for Peace"* were high value for employees initiation and to build a good will. Moreover, according (KII) the Minister's direction to institutionalize employees socialization uniformly for employee shows how much the management is committed to improve internal communication to strengthen the social interaction and social engagement among employees.

According to (KII), this initiation become increasing particularly in connection with COVID 19 response effort among the Ministry employees and managers. Building from this situational opportunity the Ministry took a lesson to sustain this initiation in to the day to day activities of internal communication. Accordingly, the Ministry was performing a brief survey to maximize this best practice in the future.

Informant (KIII) thinks differently, according to (KIII) the internal communication between the senior management and the internal publics is in medium level, it is not as a required level. As indicator for this evaluation is: the first one, monthly assembly meeting of employees with the management is not performed in a regular basis, second management decisions are not cascaded to employees regularly, thirdly I don't believe that the internal publics clearly understand the Ministry mission and executes accordingly. The other Informant (KIV) also confer the social interaction in the Directorates staff becomes decreasing because of team/group discussions/meetings among members of the Directorates is not done regularly.

Respondents responses shows, 22% are strongly agree and 34% are agree that internal communication strategy encourages them for better performance, while 14% are neutral to suggest their views and 16% are disagree with the idea.

From the above key informants responses and questionnaire responses it is clear there are altered understandings about the management engagement or efforts to implement internal strategic communication, also those detailed initiation mechanisms described by (KII). The researcher also noted that there is a gap of perception among key informants regarding the undertaking activities and initiations of the management. The following table shows frequency of responses.

Table 5: Responses of internal strategic communication encourages employees for better performance

Internal communication strategy encourage employees for better job performance		
	Frequency	Percent
Strongly agree	11	22
Agree	17	34
Neutral	14	28
Disagree	8	16

Source: researcher's own work.

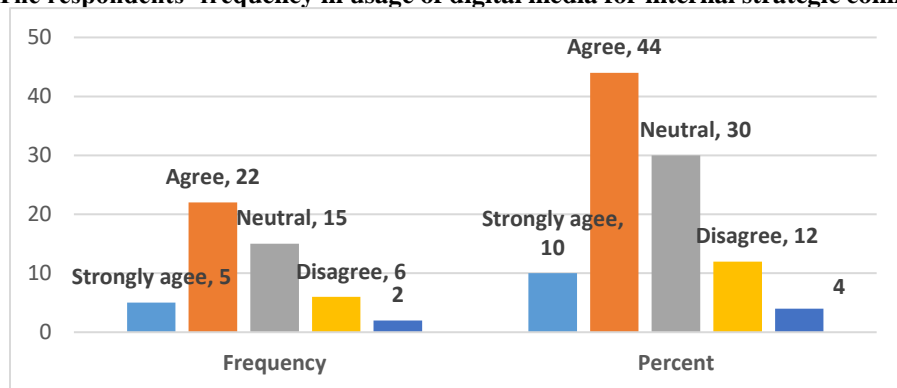
4.2.3.4. DIGITAL MEDIA USAGE IN MOP

Regarding digital media usage in MoP, informant (KII) described, it is the other main reason for increasing initiation of employees interaction. MoP started using a common social media platform on **Whatsapp** and on Mop’s website called “**Yeselam Beteseb**” as the informant suggests the name “yeselam Beteseb” by itself creates psychological motivation and positive thinking between employees. “**Zoom meetings**” (Video conference technology) among the management (i.e. Minister, state Ministers, Director Generals and Directors) is also another platform which creates a favorable communication attachment among the management.

Through document review the researcher found the digital platform of “**Yeselam Beteseb**” through WhatsApp, and Ministry’s website www.mop.gov.et, the Ministry Facebook page currently which have more than 76,000 followers and the digital information display board (Signage) at 8th floor of the Ministry used to disseminate internal messages.

To substantiate responses about the usage of digital media for internal strategic communication, results indicate agree and disagree results have a slight difference, (54%) agree the Ministry uses digital media for internal strategic communication, 30% of respondents are neutral to give their suggestion about the usage of digital media for internal strategic communication in MoP and 16% disagree, about the Ministry used digital media for internal communication. therefore, according to the results, there is a gap of knowledge to use digital media day-to-day activities in MoP. According to (Grunig, 2009), the digital media through its dialogical, interactive relational an global properties, it can make communicators perfectly suited strategic communication management. The following chart illustrates responses frequency about usage of digital media.

Chart 5: The respondents’ frequency in usage of digital media for internal strategic communication



Source: researcher’s own work

Though the key informant (KII) explained the digital media is the main means of employees initiation, the above descriptive results shows that not more than half of respondents are familiar with the Ministry’s digital platforms. In the literature of this study it is stated organizations can use social media as information diffusion and media richness because there is dialogue over the internet environment (Carramenha et al., 2019). Thus results show more effort should be done to make the internal publics familiar to digital media since we are in digital/information age.

It shows (64%) of respondents agreed that they got information effectively from the notice board, (52%) from Ministry’s website and from media (50%) agreed they got information effectively, from group meetings (40%), office email (46%), Ministry news release (44%), and from supervisors/directors (28%). Thus, from the responses shown, the main information sharing tool is noticeboard, Ministry website and media also used by more of employees as an effective information sharing tool. The following table shows information dissemination medium frequency in MoP.

Table 6: Responses about effective usage of communication tools in MoP

Communication tools	Strongly disagree		Agree		Neutral		Disagree		Strongly disagree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Office email	8	16	23	46	12	24	3	6	-	-
Group meeting	10	20	20	40	11	22	6	12	2	4
From supervisor/director	8	16	14	28	17	34	7	14	3	6
Ministry web site	11	22	26	52	8	16	3	6	1	2
Ministry news release	8	16	22	44	11	22	7	14	1	2
Mainstream Media	9	18	25	50	11	22	3	6	1	2
Notice board	9	18	32	64	5	10	3	6	1	2

Source: researcher’s own work

4.2.4. TOOLS USED TO MEASURE THE EFFECTIVENESS OF INTERNAL STRATEGIC COMMUNICATIONS

Under this construct the researcher primary focus is to assess the tools used to measure the internal strategic communication effectiveness and the influential factors for effective internal strategic communication in the Ministry. The response from one of the informants is interpreted as follows.

Informant (KII) states they have no formal communication measuring tools, they measure the level of internal communication through feedbacks given from employees and social media followers informally. They evaluate the communication activity through the participants of the social media (i.e. Facebook) with this they consider the increase number of followers as an indicator of their communication activities.

(KII) considered the current increasing Facebook followers from 3000 to 76,000 in a short period of time and the Ministry employees become followers of MoP's Facebook, are the indicators of MoP's internal and external communication is on a better track.

According to (KII) the Ministry didn't done assessments to know the internal communication status rather the feedback given during performance evaluation of plans and events.

This response shows there is no any measurement and feedback system to measure the internal communication strategy and employees internal communication and satisfaction level. It is noticed in the Ministry's five year strategic plan communication audit is included as one strategy to improve internal and external communication.

According to this enquiry respondents suggest, (30%) agree that there is evaluation system and the Communication Directorate evaluate the practice of internal communication strategy through periodical survey, whereas (26%) disagree with this and (36%) are neutral to suggest about the evaluation system. From the responses it's seen that the Communication Directorate haven't formal communication evaluation system as stated by the key informant, but the researcher understands based on the other variables asked about the practice of communication feedback system, some respondents considered the job performance feedback system as a communication feedback system and they gave their responses according to that.

Consequently the researcher found out from all key informants group members that there was no formal communication evaluation system or feedback tool applied in MoP. All the feedback the communication/PR directorate obtained was through informal ways. Table 8 substantiates the responses frequency of communication activities evaluation in MoP.

Table 7: Responses about the internal communication periodical survey and feedback method

The Communication/PR Directorate evaluates the practice of internal communication strategy through periodical survey			The existing feedback method from employees to the management is effective to improve the internal communication	
	Frequency	Percent	Frequency	Percent
Strongly agree	1	2	5	10
Agee	15	30	16	32
Neutral	18	36	20	40
Disagree	13	26	7	14
Strongly disagree	3	6	2	4

Source: researcher's own work

4.2.4.1. INFLUENTIAL FACTORS FOR EFFECTIVE INTERNAL STRATEGIC COMMUNICATION IN MOP

Influential factors if appropriately implemented in internal strategic communication they have a significant input to improve internal communication strategy as stated in review of literature in this study. The researcher included this construct to strength the findings and to see the detail activities of the Communication/PR Directorate in MoP according to effectiveness of internal strategic communication.

Regarding influential factors for effective internal strategic communication in the Ministry, as informant (KII) they have different plans to improve internal communication. The first one is to create forums and make the advisory team (i.e. the selected team from Directorates to support the Communication Directorate) to be functional. The other defined mechanism benchmarking best practices and fulfill the Directorate by skilled manpower and improve the performance of the Communication Directorate.

According to (KII), there is no budget allocated for the Communication Directorate, it is a challenge to function as of the plan. The Directorate perform its tasks through budget transfer from core process directorates, when the core process Directorates have work with the communication practitioners. To solve this problem the Communication Directorate working to show how vital communication role is and the Communication Directorate role, in order to convince the higher management for budget allocation and fulfill communication resources for Communication/PR Directorate.

Informant (KIII) suggest some points as influential factors for improvement of internal strategic communication: primarily the Communication Directorate should be fulfill with professional workers, there is shortage of staff in the Public Relations directorate to play its role. Secondly there is a gap of common understanding between the senior management and the sub-functional directorates on the overall mission and vision of the ministry and lack of coordination of efforts with each directorate, tasks should be managed as planned and should be quantify, so if these gaps are solved, the communication directorate may perform in full capacity and the internal strategic communication would be improved accordingly. From the responses it is noted that the Communication Directorate have many limitations of skilled manpower, budget, and technological resources to perform its tasks.

CHAPTER FIVE

5.1. CONCLUSION

This thesis has been conducted to assess the Internal Strategic Communication Effectiveness in the Ministry of Peace. It highlights the significance of communication strategy to achieve Ministry's mission and implementation of strategic communication explicitly on internal strategic communication.

Communication theory and Theory of Strategy theoretical approaches were employed for theoretical framework. Three research questions were framed according to the objective of the study. Both quantitative and qualitative data gathered simultaneously, were interpreted separately and merged. Data were collected from employees of Ministry of Peace. From the overall 336 employees 15% of n=50 respondents were selected. Since the samples are taken from the same study population (i.e. MoP), and respondents convenience and data availability, convenience and purposive research sampling technique used to select respondents. In-depth interview for key informants, document review and questionnaire are managed to collect relevant data. SPSS (v.26) data analysis software used to analyze the quantitative data and for response from key informants recorded in audiotaping and coded analyzed and interpreted accordingly. Based on the findings the following conclusion presented.

Ministry of Peace has one Minister, four State Ministers, nine Director Generals and twenty four Directors. Under the Ministry there are eight sub offices reporting to the Ministry. The Ministry's responsibilities have increased over time because the FDRE government recently assigned Ministry as the National Communication Secretariat for coordination of COVID-19 response in Ethiopia.

Findings on the significance of communication strategy in MoP concur positively that more than two third of respondents were aware that MoP has a communication strategy and supported its significance as vital to achieve Ministry's mission. The researcher found through document review that the Ministry had a well-developed Communication Strategy document of five years scope (2019 – 2023). The communication strategy comprises details of internal and external

communication strategies having feedback system, action plan, an annual communication audit plan and media and stakeholders involvement plan. Mop communication strategy has selected communication strategy model which provide high media options and procedures of mutual understanding with different stakeholders and the Public. However, in MoP's five year communication strategy action plan internal communication is stated as one goal to improve the Ministry's effective communication system, the researcher found that the internal communication strategic options are unclear and not indicate its significance to achieve Ministry's mission. Also MoP's communication strategy model didn't include internal communication as part of the strategy.

Employees awareness regarding the significance of internal strategic communication and its essentiality for Ministry's goal achievement is high (78%) of respondents responded it is essential. And also they believe that internal strategic communication in their day to day work can improve their job performance, the communication culture in the Ministry and their social interaction.

Regarding the implementation of internal strategic communication and the interaction among employees with the management, this study found out unfavorable and conflicting responses. Thus, larger number of respondents, particularly, those who belong to the lower management positions did not agree with the views of higher management staff who claimed the Ministry was doing well in the actual implementation of internal communication activities. However, respondents from senior management group as well admitted the Ministry's internal communications was not fully effective and had limitations and challenges. They described the limitations as, unplanned emergency security issues in the country, shortage of professional staff and lack of technological resource (equipment, and software) and the absence of allocated budget for the communication Directorate.

Regarding the next construct of the study about how and the methodology of implementation of internal communication strategy, the researcher was able to draw conclusions that, the Ministry applied various communication tools. The main means was use of social media such as WhatsApp, Facebook, and Gmail. There are also additional internal social media platform options such as **"YeselamBeteseb"** and **"Idea Bank"** communication platforms at the Ministry's website and WhatsApp account. About half of key informants agree they were aware and understood the means and tools of communication by the Ministry.

However the study found out that the Ministry's social media pages were very recently started and were with challenges of professional staff to administer information upload. Whereas, the other mentioned communication platform called "**Idea Bank**" were yet on a planning stage. Accordingly, the other half of respondents indicated the Ministry lacked to use the tools of internal communication and/or were unaware about it.

Improvement in employees' commitment and performance, as one of the construct subject of this study, were rather linked to factors other than the communication strategy. Those factors were recent salary increment, fair employee benefit/education package and the good will from the most senior management. The Minister who inflicted inspiration by treating the employees of the Ministry family like inspirational words, "**I am the Minister but I am a family of peace**" and "**I serve for peace**" has a power to initiate the internal publics.

However, above mentioned activities indicate that there is a good management engagement contributed positively initiate employees for better job performance and to promote social interaction among the internal publics, and could have a significant input for Ministry's goal achievement, on the other hand responses show, the fragmented implementation of regular quarterly and monthly meetings of senior officials with all employees of the Ministry are taken as an indicator to the less enactment of internal communication in the Ministry.

Findings show that, because monthly and quarterly assembly meetings, team/group meetings and the performance feedback system are not executed according to the schedule, the management decisions are not cascaded to employees regularly. Thus, the internal publics could not clearly understand the Ministry mission and execute accordingly. Also the social interaction in the Directorates staff becomes decreasing.

Employees believed they can contribute for organizational decision making, the majority of responses suggest they can play their role in decision making when there is a face-to-face meeting with management. This indicates that the regular meeting of the management with employees can be said it has highly significant role for internal strategic communication improvement and ultimately for Ministry's goal achievement.

Concerning to accomplish Ministry's mission, the practice of Communication/PR Directorate is to maintain the internal strategic communication according to the plan. The activities of

Communication/PR Directorate according to responses is somehow satisfactory, they argue Communication/PR Directorate was not functioning in its full capacity due to its many limitations (i.e. skilled man power, budget, technological and communication resources), however the Directorate is doing efforts for internal communication improvement.

Regarding tools used to measure internal communication, there is no formal communication measuring tools used to measure the practice of communication. They measure the level of communication practices informally, such as from the given feedbacks during performance evaluation of plans and events from employees and from the numbers of social media followers (i.e. Facebook).

Wrapping up the findings and conclusion of the study based on the research objective: the Ministry of Peace having a well-organized and documented strategic plan was commendable. The awareness and understanding of employees and management on the significance of internal communication in terms of promoting the performance, commitment, decision making and social interaction was also encouraging. Even though there are a kind of activities used to motivate the internal publics, MoP's communication strategy didn't clearly defined the strategic options of internal communication as of its significant value for Ministry's goal achievement.

As shown the activities of internal communication guideline (Appendix VII) as means of internal communication, was narrowly limited to meeting schedules. Most of the means of internal communication were at a planning stage which are not yet practiced. The researcher could not consider plans as practical implementation.

The inconsistency of holding scheduled/planned schedules of internal communication and shortage of required resources to the communication/PR Directorate, and absence measurement tools for the activities of internal communication, created a gap of awareness and understanding on the significance of internal strategic communication on their work and ultimately achievement of the Ministry's mission by a considerable number of employees. Internal strategic communication helps employees align to the Ministry's goal effectiveness, to understand the mission of the Ministry and their job performance ultimately achievement of the Ministry's mission. Thus this study determined the internal communication strategy in Mop is not in a desired level as of the Ministry coped wide powers and duties in the country.

5.2. RECOMMENDATIONS

- 1.** A Communication Strategy is vital as described in the findings to achieve the Ministry's mission and vision. MoP's communication strategy is well-developed strategy with a communication model however, the strategic communication design mainly focus on media, external publics and stakeholders communication options. Therefore, since the Ministry has a huge responsibility in the country, the internal strategic communication option should be clearly defined in the model. Also the strategic options to achieve the Ministry's mission, crisis communication plan and emergency plan should be included.
- 2.** Employees awareness about the management activities and decisions have a great input for goal achievement and employees initiation. Also regular meetings have a significant value for employees initiation as one option to play their role for management decision making and to build sense of ownership. Therefore, MoP should revise strategical options of the internal strategic communication plan and methodologies of implantation should be widen that currently limited to meetings.
- 3.** Psychological motivations, technology options, and different communication platforms are in a good commencement. The Ministry should build on the good start and change planned improvement actions in to action and address the needs of communication the time requires.
- 4.** Skilled professional communicators, adequate budget, communication resources and relevant trainings are crucial for the communication system function properly and make the communication strategy practical. In this case, MoP should provide adequate support to the Communication/PR Directorate to implement the internal and external strategic communication of the Ministry.
- 5.** The Ministry should put mechanisms of ongoing assessment, evaluation and feedback on how well the MoP's internal strategic communication works. The effectiveness of the strategy should be evaluated and measured in order to improve the communication strategy.

REFERENCES

- Berger, B. (2008). Employee/organizational communications. *Institute for Public Relations*, 1-23.
- Chmielecki, M. (2015). Factors influencing effectiveness of internal communication. *Journal of Management and Business Administration. Central Europe*, 23(2), 24-38.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). California: SAGE.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Los Angeles: SAGE.
- Dolphin, R. R. (2005). Internal communications: Today's strategic imperative. *Journal of marketing communications*, 11(3), 171-190.
- Eisenberg, E. M., Goodall Jr, H. L., & Trethewey, A. (2010). *Organizational communication: Balancing creativity and constraint*. (6th ed.). Boston: Bedford/St. Martin's.
- Fangfang, G. (2016): Social Media as a Communication Strategy: Content Analysis of Top Nonprofit Foundations' Micro-blogs in China. *International Journal of Strategic Communication*. DOI: 10.1080/1553118X.2016.1196693
- Getnet T. (2019). *Internal Communication Strategies and practices of Public Relations in Ethiopian Sugar Corporation*. Unpublished thesis in partial fulfilment for MA and submitted to the School of Journalism and Communication. Addis Ababa University.
- Gillis, T. (Ed.). (2006). *The IABC handbook of organizational communication: a guide to internal communication, public relations, marketing and leadership* (Vol. 2). John Wiley & Sons.
- Gliem, J. A., & Gliem, R. R. (2003). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. *Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education*. Columbus: Ohio State University.

- Grunig, J. E. (2009). Paradigms of global public relations in an age of digitalisation. *PRism*, 6(2), 1-19.
- Hallahan, K., Holtzhausen, D., Van Ruler, B., Verčič, D., & Sriramesh, K. (2007). Defining strategic communication. *International journal of strategic communication*, 1(1), 3-35.
- Heide, M., von Platen, S., Simonsson, C., & Falkheimer, J. (2018). Expanding the scope of strategic communication: Towards a holistic understanding of organizational complexity. *International Journal of Strategic Communication*, 12(4), 452-468.
- Ihlen, O., Fredriksson, M., & Ruler, B. V. (2009). *Public Relations and Social Theory*. New York, NY: Taylor & Francis.
- Jablin, F. M., & Putnam, L. L. (2004). *The new handbook of organizational communication: Advances in theory, research, and methods*. Sage.
- Kumar, R. (2011). *Research methodology: A step-by-step guide for beginners* (3rd ed.). Padstow: SAGE.
- Leavy, P. (2017). *Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*. Guilford Publications.
- Lock, I., Wonneberger, A., Verhoeven, P., & Hellsten, I. (2020). Back to the Roots? The Applications of Communication Science Theories in Strategic Communication Research. *International Journal of Strategic Communication*, 14(1), 1-24.
- Mahoney, J. (2011). Horizons in strategic communication: Theorising a paradigm shift. *International Journal of Strategic Communication*, 5(3), 143-153.
- Marlene S. Neill (2016). *The Influence of Employer Branding in Internal Communication* Research Journal of the Institute for Public Relations Vol. 3, No. 1. Baylor University.
- Piperopoulos, G. P. (2013). *Fundamentals of communication, PR and leadership*.

- Rhee, Y. (2004). *The employee-public-organization chain in relationship management: A case study of a government organization* (Doctoral dissertation).
- Schoeneborn, D., & Vásquez, C. (2017). Communicative constitution of organizations. *The international encyclopedia of organizational communication*, 1-21.
- Sewestianiuk, A., & Voitovici, O. (2013). *Managing strategic communication: An organizational case study on internal communication channels at Ericsson Göteborg* (Master's thesis).
- Tench, R., & Yeomans, L. (2009). *Exploring public relations*. Pearson Education.
- Thornton, G. S., Mansi, V. R., Carramenha, B., & Cappellano, T. (Eds.). (2019). *Strategic Employee Communication: Building a Culture of Engagement*. Springer.
- Valskov, K. (2014). *Internal Communications-a Manual for Practitioners*. Kogan Page Limited.
- Van Ruler, B. (2018). Communication theory: An underrated pillar on which strategic communication rests. *International Journal of Strategic Communication*, 12(4), 367-381.
- Van Ruler, B., & Körver, F. (2016). The strategic communication frame. Embracing Agile Strategy Development. *In Future Proof two*. Retrieved March 3, 2020, from www.researchgate.net
- Verčič, A. T., Verčič, D., & Sriramesh, K. (2012). Internal communication: Definition, parameters, and the future. *Public relations review*, 38(2), 223-230.
- Wikipedia.org. (2020). *Strategic Communication*. Retrieved June 27, 2020, https://en.wikipedia.org/wiki/Strategic_communication

APPENDICES

Appendix I – Questionnaire

Addis Ababa University

College of Humanities, Language Studies, Journalism and Communication

Graduate School of Journalism and Communication

Department of Public Relations and Strategic Communication

Dear Respondents;

I am Senait Abelneh, a Master student at Addis Ababa University department of Public Relations and Strategic Communication. The purpose of this questionnaire is to collect data for thesis research for partial fulfillment of the requirement of my MA degree in Public Relations and Strategic Communication. This study expected to assess the internal strategic communication effectiveness in the Ministry of Peace. I would like to state your genuine response will have great value to achieve the objectives of the research. Therefore, I kindly request you to provide your genuine response to the questions below. I would like to remind you that the responses you will provide is solely used for research purpose and it will kept confidential.

Thank you in advance for your cooperation!

Part I: - Demographics: - Please circle or write your responses for the following personal information according to the type of questions.

1. Gender - A. Male B. Female
2. Educational level
 A. Diploma B. 1st degree C. 2nd degree D. PhD E. other
3. Your field of education -----
4. Your work experience in the Ministry: A. less than two years B. 3 – 5 years
 C. 5-10 years D. 10 – 15 years E. above 15 years

Part II: Significance of Communication Strategy

Instruction: Please complete the survey below by making a ✓ mark on your choices from the following options: (*Strongly agree, Agree, Neutral, Disagree, Strongly disagree*).

Questionnaire Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. I believe the Ministry of Peace has a communication strategy					
2. Internal strategic communication improves organizational communication culture in the Ministry					
3. Internal strategic communication improves employees job performance					
4. The internal strategic communication practiced in the Ministry allows social interaction among employees and the management					
5. I believe internal communication strategy is essential to achieve the Ministry's mission					

Part III: - Implementation of Internal Strategic Communication

Instruction: Please complete the survey below by making a ✓ mark on your appropriate choices from the following options: (*Strongly agree, Agree, Neutral, Disagree, Strongly disagree*).

Questionnaire Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6. The Communication/PR Directorate initiate employees to practice internal communication in the Ministry.					
7. The Communication/PR Directorate maintain internal strategic communication to accomplish the Ministry's mission					
8. The building (office) of the Ministry contributes favorable working environment to employees for the realization of effective internal communication					

9. There is a regular meeting (monthly or quarterly) between employees and management bodies in the Ministry					
10. The regular meetings (monthly or quarterly) between employees and management have a great contribution for internal communication effectiveness					
11. I believe, employees contribute their role for decision making when regular (monthly or quarterly) face-to face meetings are implemented with the management					
12. There is interactive communication between the new recruited employees and the old staff in the Ministry					
13. Orientations about the Ministry's mission, values, and ethical considerations provided when new employees join to the Ministry					
14. The Ministry's internal communication strategy encourages us for better performance					

Part IV: - Measuring tools used for Internal Strategic Communications Effectiveness

Instruction: Please complete the survey below by making a ✓ mark on your appropriate choices from the following options: (*Strongly agree, Agree, Neutral, Disagree, Strongly disagree*).

Questionnaire Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
15. The existing feedback method from employees to the management is effective to improve internal communication in the MoP.					
16. I often receive a feedback about my work performance from my Director					
17. The feedback given from my Director helps me to improve my job performance					
18. The Ministry uses digital media for internal strategic communication					

19. I use social media (Facebook, twitter, WhatsApp) as a tool for my better job performance					
20. We have regular team/group discussion among my Directorate members					
21. The communication/PR Directorate evaluates the practice of internal communication strategy through periodic survey					

I receive information effectively from:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
22. Office email					
23. Group meeting					
24. My Supervisor/Director					
25. Ministry web site					
26. Ministry news release					
27. Media					
28. Notice board					

29. In your view or understanding, does the Ministry practice strategic communication effectively? -----

30. Please write your suggestions to improve the internal communication in the Ministry?

31. How do you evaluate the practice of digital media in order to achieve the Ministry mission? _____

Thanks again for your genuine response!

**Appendix- II – Interview questions for Communication Practitioners
Addis Ababa University**

College of Humanities, Language Studies, Journalism and Communication

Graduate School of Journalism and Communication

Department of Public Relations and Strategic Communication

I am Senait Abelneh, a Master student in at Addis Ababa University graduate school of Journalism and Communication, in the department of Public Relations and Strategic Communication, conducting my MA thesis research as a partial fulfillment of my MA degree in my area of study.

The objective of the research is to assess the Internal Strategic Communication Effectiveness in Ministry of Peace. The study focuses the significance of strategic communication, the implementation of internal strategic communication and the tools used to measure internal communication. To collect the information, I would like to conduct an audio recorder for one-to one interview.

This research is for academic purpose only. The information you will provide in this interview is kept confidential and there will not be any harms or discomforts from/associated with this research. There for, your authentic responses have a great value to achieve the objective of this research.

I would like to thank you in advance for your cooperation!

1. Would you please tell me your name, position, education level and year of work experience in the Ministry?
2. What do you explain the significance of strategic communication for the Ministry?
3. What type of strategic choices are incorporated in the Ministry's strategic communication plan?
4. How does the Ministry of Peace practice strategic communication?
5. What is the role of Communication/PR Directorate to implement strategic communication in the Ministry of Peace?
6. How do you describe the importance of internal strategic communication according to meet the Ministry mission?
7. In what way is the digital media implemented for internal strategic communication?

8. What kind of mechanisms is used to implement internal strategic communication?
9. How does the Directorate motivate employees to practice internal communication?
10. How the Directorates measure the effectiveness of internal strategic communication in the Ministry?
11. What are the tools used to measure the effectiveness of internal strategic communication in the Ministry?
12. How do you describe the practice of the managements on internal communication?
13. How do you describe the practice of employees on internal communication?
14. What are the influential factors to improve internal strategic communication?

Thank you very much for your genuine responses!

Appendix- III- Amharic interview questions for Communication Practitioners
ለህዝብ ግንኙነት ባለሙያዎች የቀረቡ የአማርኛ ጥያቄዎች

አዲስ አበባ ዩኒቨርሲቲ

በጋዜጠኝነትና ኩሙኒኬሽን ትምህርት ቤት የህዝብ ግንኙነትና ስትራቴጅክ ኩሙኒኬሽን ዲፓርትመንት

ከዚህ በታች የተዘረዘሩት ጥያቄዎች “የሰላም ሚኒስቴር ውስጣዊ ስትራቴጅክ ኩሙኒኬሽን ውጤታማነት ምን ይመስላል” በሚል ርዕስ ለሚሰራው ጥናት በመ/ቤቱ የኩሙኒኬሽን/ህዝብ ግንኙነት ዳይሬክቶሬት የሥራ ኃላፊ እና ባለሙያዎች ምላሽ እንዲሰጡ የቀረቡ ናቸው። ከዚህ መጠይቅ የሚገኘው ግብዓት ከላይ ለተጠቀሰው ጥናት ግብዓትነት ብቻ የሚውል ሲሆን የምትሰጡኝ ምላሽ ሚስጥርነቱ የተጠበቀ ነው። በመሆኑም ለጥያቄዎቹ ምላሽ በመስጠት ለምታደርጉልኝ ትብብር በቅድሚያ ለማመስገን እወዳለሁ።

1. ስምዎን፣ የሥራ ኃላፊነትዎን እንዲሁም በመ/ቤቱ ያለዎትን የአገልግሎት ዘመን ቢገልጹልኝ?
2. ስትራቴጅክ ኩሙኒኬሽን ለሚኒስቴር መ/ቤቱ ያለውን ተገቢነት እንዴት ይገልጹታል?
3. የሚኒስቴር መ/ቤቱ ስትራቴጅክ ኩሙኒኬሽን አጠቃላይ ይዘት ምን ይመስላል/ ያካትታል?
4. የሰላም ሚኒስቴር ስትራቴጅክ ኩሙኒኬሽንን በምን ሁኔታ እየተገበረ እንደሚገኝ ቢገልጹልኝ?
5. በሚኒስቴር መስሪያ ቤቱ የውስጥ ስትራቴጅክ ኩሙኒኬሽን ተግባራዊ ለማድረግ የኩሙኒኬሽን ዳይሬክቶሬት ሚና በዝርዝር ቢገልጹልኝ?
6. የውስጥ ስትራቴጅክ ኩሙኒኬሽን የሚ/ር መ/ቤቱ ተልዕኮ ከማስፈጸም አንፃር ያለውን ጠቀሜታ እንዴት ይገልጹታል?
7. በሚኒስቴር መስሪያ ቤቱ የውስጥ ተግባራት/ኩሙኒኬሽን ውጤታማ ከማድረግ አንፃር ዲጅታል ሚዲያን በምን መልኩ ጥቅም ላይ ይውላል?

8. በሚኒስቴር መስሪያ ቤቱ የውስጥ ስትራቴጂክ ኩሙኒኬሽን ውጤታማነት ለማወቅ ምን አይነት ዘዴዎችን ወይም መሳሪያዎችን ይጠቀማል?
9. በሚኒስቴር መስሪያ ቤቱ ሠራተኞች የውስጥ ተግባራት/ኩሙኒኬሽን እንዲፈጠር ኩሙኒኬሽን ዳይሬክቶሬቱ በምን ሁኔታ እንደሚሰራ ቢገልፁልኝ?
10. በመ/ቤቱ የውስጥ ተግባራት/ኩሙኒኬሽን ውጤታማነት እንዴት ይመዘናል?
11. በመ/ቤቱ የውስጥ ተግባራት/ኩሙኒኬሽን ውጤታማነት ለመለካት የምትጠቀሙበት መሳሪያ ወይም ዘዴ ቢገልፁልኝ?
12. በመ/ቤቱ የውስጥ ተግባራት/ኩሙኒኬሽን ውጤታማነት አኳያ የአመራር አካላትን አስተዋጽኦ እንዴት ይገመግሙታል?
13. በመ/ቤቱ የውስጥ ተግባራት/ኩሙኒኬሽን ውጤታማነት አኳያ የሠራተኛውን እንቅስቃሴ እንዴት ይገመግሙታል?
14. በመ/ቤቱ የውስጥ ተግባራት/ኩሙኒኬሽን ውጤታማነት አኳያ በጎ በፅዕኖ ሊያመጡ የሚችሉ ነገሮችን ቢገልፁልኝ?

ስለ ጊዜዎ እና ስለ ሰጡኝ ምላሽ በድጋሚ አመሰግናለሁ!

Appendix- IV – Interview questions for management
Addis Ababa University
College of Humanities, Language Studies, Journalism and Communication
Graduate School of Journalism and Communication
Department of Public Relations and Strategic Communication

I am Senait Abelneh, a Master student in at Addis Ababa University, Graduate School of Journalism and Communication, in the department of Public Relations and Strategic Communication, conducting my MA thesis research as a partial fulfillment of my MA degree in my area of study.

The objective of the research is to assess the Effectiveness of Internal Strategic Communication in Ministry of Peace. The study focuses the practice of internal strategic communication, the views of employees and the managements about the issue and the tools used to practice. To collect the information, I would like to conduct an audio recorded one-to one interview.

This research is for academic purpose only. The information you will provide in this interview is kept confidential and there will not be any harms or discomforts from/associated with this research. There for, your authentic responses have a great value to achieve the objective of this research.

I would like to thank you in advance for your cooperation!

1. Would you please tell me your name, position, education label, and year of experience in the Ministry?
2. How do you explain the significance of internal strategic communication to the Ministry? (describe in related to the Ministry mission?)
3. How the Ministry implement the internal communication strategy in order to meet the Ministry mission? (including strategic communication planning)
4. How the management maintain the effectiveness of internal strategic communication in the Ministry?
5. How do you describe the involvement of the management in internal communication in order to achieve goals of the Ministry?
6. What type of tools/ mechanisms used to manage the internal communication gap between the management and employees in order to meet the Ministry mission?

Thank you very much for your genuine responses!

Appendix- V- Amharic interview questions for management

ለአመራሮች የቀረቡ የአማርኛ ጥያቄዎች

አዲስ አበባ ዩኒቨርሲቲ

በጋዜጠኝነትና ኩሙኒኬሽን ትምህርት ቤት የህዝብ ግንኙነትና ስትራቴጅክ ኩሙኒኬሽን ዲፓርትመንት
 ከዚህ በታች የተዘረዘሩት ጥያቄዎች “የሰላም ሚኒስቴር ውስጣዊ ስትራቴጅክ ኩሙኒኬሽን ውጤታማነት ምን ይመስላል” በሚል ርዕስ ለሚሰራው ጥናት በመ/ቤቱ ምላሽ እንዲሰጡ ለተመረጡ የሥራ ኃላፊዎች የቀረቡ ናቸው። ከዚህ መጠይቅ የሚገኘው ግብዓት ከላይ ለተጠቀሰው ጥናት ግብዓትነት ብቻ የሚውል ሲሆን የምትሰጡኝ ምላሽ ሚስጥርነቱ የተጠበቀ ነው። በመሆኑም ለጥያቄዎቹ ምላሽ በመስጠት ለምታደርጉልኝ ትብብር በቅድሚያ ለማመስገን እወዳለሁ።

1. ስምዎን፣ የሥራ ኃላፊነትዎን እንዲሁም በመ/ቤቱ ያለዎትን የአገልግሎት ዘመን ቢገልጹልኝ?
2. ስትራቴጅክ ኩሙኒኬሽን ለሚኒስቴር መ/ቤቱ ያለውን ተገቢነት እንዴት ይገልጹታል?
3. የሰላም ሚኒስቴር ተልዕኮውን ከማሳካት አንጻር ስትራቴጅክ ኩሙኒኬሽንን በምን ሁኔታ እየተገበረ እንደሚገኝ ቢገልጹልኝ?
4. የውስጥ ስትራቴጅክ ኩሙኒኬሽን የሚ/ር መ/ቤቱን ተልዕኮ ከማስፈጸም አንጻር ያለውን ጠቀሜታ እንዴት ይገልጹታል?
5. በሚ/ር መ/ቤቱ በሠራተኛው መካከል እና እንዲሁም በአመራሩና በሠራተኛው መካከል ያለውን የውስጥ ተግባራት/ኩሙኒኬሽን በምን ሁኔታ ይገልጹታል?
6. መ/ቤቱ ተልዕኮውን ከማስፈጸም አንጻር በሠራተኛውና በአመራሩ መካከል የኩሙኒኬሽን ክፍተት እንዳይፈጠር መ/ቤቱ ምን ዓይነት ዘዴዎች ተግባራዊ ያደርጋል?

ስለ ጊዜዎ እና ስለ ሰጡኝ ምላሽ በድጋሚ አመሰግናለሁ!

APPENDIX VI- Interviewees Name and Position in the Mop

No.	Name	Position
1	W/ro Mekeleya Bargicho	Communications and Press Media General Director
2	Ato Dereje Jemal	Communication Affairs Directorate Director
3	Ato Fantahun Bazezew	Senior Communication Expert
4	Ato Habtamu Mitiku	Human Resource Development and management Directorate Director

<p>መ) በወሳኝ አገራዊ ጉዳዮች ዙሪያ ብሔራዊ መግባባት እንዲፈጠር አግባብ ያላቸውን አካላት ያስተባብራል፤ የመፍትሄ ሃሳቦችን ለመንግሥት ያቀርባል፤ ሲወሰንም አፈጻጸሙን ይከታተላል፤</p> <p>ሠ) ከሚመለከታቸው አካላት ጋር በመተባበር አገራዊ አንድነትና መግባባትን የሚያጎለብት የባህል ልውውጥ፣ የሰነ-ኬጋ ትምህርት እና ኪነ-ጥበብ የሚሰፋፋባትን ሁኔታ ያመቻቻል፤</p> <p>ረ) በግለሰቦችና በቡድኖች መካከል የሰላም፣ የመከባበርና የመቻቻል ባህል እንዲዳብር የግንባቤና ንቅናቄ ስልጠኖችን ይቀይሳል፤ አተገባበሩን ይከታተላል፤</p> <p>ሰ) ለአካባቢያዊ ግጭቶች መንስኤ የሆኑ ጉዳዮችን በጥናት ይለያል፤ ኅብረተሰቡ ወደ ግጭትና አለመረጋጋት እንዲያመራ የመፍትሄ አቅጣጫዎችን የሚያመለክት ጥናት ያቀርባል፤ ሲወሰንም ተግባራዊ ያደርጋል፤</p>	<p>d. in cooperation with the relevant actors, work towards the creation of national consensus on critical national issues; propose recommendations to the government, and upon approval, follow up their implementation;</p> <p>e. in cooperation with concerned bodies, promote the enhancement of cultural exchange, civic education, and artistic works that build national unity and consensus;</p> <p>f. develop awareness creation and sensitization strategies to foster a culture of respect and tolerance among individuals and groups, and follow up their implementation;</p> <p>g. identify factors serving as causes of conflicts among communities; submit a study proposing recommendations to keep communities away from conflicts and instability, and implement same upon approval;</p>
--	--

<p>ሸ) የሃይማኖት ድርጅቶችንና ማኅበራትን ይመዘግባል፤</p> <p>ቀ) የብሔራዊ መረጃና ደንበኝነት፣ የኢንፎርሜሽን መረብ ደንበኝነትና የፋይናንስ ደንበኝነት ሥራዎችን በበላይነት ይመራል፤ ይከታተላል፤</p> <p>በ) የፌዴራል ፖሊስ ሥራዎች በአግባቡ መከናወናቸውን ይከታተላል፤ ይቆጣጠራል፤</p> <p>ተ) የኬንት፣ የብሔራዊ መታወቂያ፣ ኢሜግሬሽንና ፓስፖርት፣ የወሳኝ ኬንቶች ምዝገባ ሥራዎችን ይመራል፤</p> <p>ቸ) የሰደተኞች፣ የፖለቲካ ጥገኞችና ወደ አገር ተመላሾችን ጉዳዮች ይመራል፤</p> <p>ኀ) ለተፈጥሮና ሰው ሰራሽ አደጋዎች ተገቢውን ቅድመ ዝግጅት ያደርጋል፤ የብሔራዊ አደጋ ስጋት ሥራ አመራርን በበላይነት ይመራል፤ ይከታተላል፤</p> <p>ኘ) የጦር መሣሪያ፣ የተኩስ መሣሪያ ወይም ፈንጂ ጥቅም ላይ ሊውሉ የሚችሉበትን ሁኔታዎች ይወስናል፤ እነዚህን መሣሪያዎች ለመያዝ፣ ለመጠቀም እንዲሁም ለመሸጥ የሚያስፈልገውን ቅድመ-ሁኔታ ይወስናል፤</p>	<p>h. register religious organizations and associations;</p> <p>i. oversee and follow up national intelligence and security, as well as information network and financial security functions;</p> <p>j. supervise and follow up the proper execution of functions relating to Federal Police</p> <p>k. lead and follow up citizenship, national identification card, immigration, passport and vital events registration or issuance functions;</p> <p>l. lead and follow up the affairs of immigrants, political asylum seekers and returnees;</p> <p>m. make appropriate preparations for natural and man-made disasters; lead and follow up national disaster risk management;</p> <p>n. determine conditions for the utilization of arms, firearms, or explosives; determine requirements to carry, use and sell these weapons;</p>
---	---

<p>ሃ) በፌዴራል መንግሥትና በክልሎች መካከል በመግባባትና በአጋርነት ላይ የተመሠረተ መልካም ግንኙነትና ትብብር እንዲኖር በማድረግ የፌዴራል ሥርዓት እንዲጠናከር የግንኙነት ማዕከል ሆኖ ያገለግላል፤</p> <p>እ) የሕገ-መንግሥት አንቀጽ ፵፮ እና ፳፪ (፮) እንዲሁም ሌሎች አግባብ ያላቸው ድንጋጌዎች እንደተጠበቁ ሆነው፣ በክልሎች መካከል የሚነሱ አለመግባባቶች የሚፈቱባቸውን ሁኔታዎች ያመቻቻል፤</p> <p>ከ) አግባብ ያላቸው ሕጎች እንደተጠበቁ ሆነው፣ ከክልሎች ጥያቄ ሲቀርብ በክልሎች ውስጥ የሚፈጠሩ አለመግባባቶችና ግጭቶች በዘላቂነት የሚፈቱበትን መፍትሔ ይቀይሳል፤ ተግባራዊ ያደርጋል፤</p> <p>ሸ) ፌዴራል መንግሥት በክልሎች ጉዳይ ጣልቃ እንዲገባ ሲወሰን አፈጻጸሙን ያስተባብራል፤</p>	<p>o. serve as a focal point of the federal-regional relationship to strengthen the federal system by cultivating good relationship and cooperation between the Federal Government and Regional States based on mutual understanding and partnership;</p> <p>p. with out prejudice to the provisions of Article 48 and Article 62(6) of the Constitution and other relevant provisions, facilitate the resolution of disputes arising between Regional States;</p> <p>q. with out prejudice to the provisions of the relevant laws and upon the request of Regional States, devise and implement sustainable solutions to disputes and conflicts that may arise within Regional States;</p> <p>r. coordinate the implementation of decisions authorizing the intervention of the Federal Government in the affairs of Regional States;</p>
<p>ወ) ለክልሎች በተለይም ልዩ ድጋፍ ለሚሹ ክልሎች ትኩረት በመስጠት ድጋፍ ያደርጋል፤ ሌሎች የፌዴራል መንግሥት አካላት ለአርብቶ አደርና ከፊል አርብቶ አደር አካባቢ እንዲሁም ልዩ ድጋፍ ለሚሹ ክልሎች የሚያደርጓቸውን ድጋፎች ያስተባብራል፤ ያቀናጃል፤ አፈጻጸሙን ይከታተላል፤</p> <p>ዐ) አርብቶ አደሮችና ከፊል አርብቶ አደሮች የማሳበራዊና ኢኮኖሚያዊ ልማት ተጠቃሚ ለማድረግ የሚያስችሉ ተግባራትን ከሚመለከታቸው አካላት ጋር በመሆን ያስተባብራል።</p> <p>፪. በሥራ ላይ ባሉ ሌሎች ሕጎችና ድንጋጌዎች ለፌዴራልና አርብቶ አደር ልማት ጉዳዮች ማኒጅቲቨር ተስጥተው የነበሩ ሥልጣንና ተግባራት በዚህ አዋጅ ለሰላም ማኒጅቲቨር ተስጥተዋል።</p>	<p>s. provide assistance to Regional States particularly to those that need special support; coordinate, integrate and follow up supports given by other federal organs to pastoralists, semi-pastoralists and Regional States that need special support;</p> <p>t. in collaboration with concerned organs coordinate activities that enable pastoralists and semi-pastoralists to become beneficiaries of social and economic developments.</p> <p>2. The powers and duties given to the Ministry of Federal and Pastoralist Development Affairs by the provisions of other laws currently in force are hereby vested in the Ministry of Peace.</p>

Source: FEDERAL NEGARIT GAZETTE, 25th Year No.8

APPENDIX VII – MoP’s Internal Communication Guideline

Internal Communications Guideline – Ministry of Peace

Ministerial

Members: The Minister and State Ministers

When: Every week

Where: At Minister’s Office

Time: Monday at 2pm in the afternoon

Chair: The Minister. One of the State Minister will chair in the absence of the Minister and the venue of the meeting would be changed accordingly.

Duration: one to one and half hours.

Minister + Advisory Team

Members: The Minister and members of the Advisory Team

When: every week

Where: Minister’s Office

Time: Friday, 9:30 in the morning

Chair: The Minister

Duration: one to two hours.

Minister + State Ministers + Advisory Team + Director Generals

Members: The Minister, State Ministers, Advisory Team and Director Generals

When: Every two weeks

Where: At Minister’s Office

Time: Friday, 2pm in the afternoon

Chair: The Minister

Duration: two to two and half hours.

Subordinate Directorates

Members: Minister + Chief of Staff + CPSI + Communications + Research + Ethics and V
Audit

When: Monthly

Where: Minister's Office

Time: Wednesday, 2pm in the afternoon

Chair: The Minister

Duration: one to two hours.

State Ministers + Director Generals

Members: State Ministers and Director Generals (with their respective directorates)

When: Every week

Where: State Minister's Office

Time: Wednesday, 2pm in the afternoon

Chair: The State Minister

Duration: 30 minutes to one hour.

State Ministers + Directors

Members: State Ministers and Directors (with their respective directorates)

When: Every two weeks

Where: State Minister's Office

Time: Wednesday, 9:30 in the morning

Chair: The State Minister

Duration: 30 minutes to one hour.

State Ministers + Director Generals + Directors + Experts and other support staff

Members: State Ministers, Director Generals, Directors, Experts and other staff (according
respective divisions)

When: every three weeks

Where: at the State Minister's Office

Time: Friday, 9:30 in the morning (please note that every four weeks would be monthly evaluation)

Chair: The State Minister

Duration: one hour to two and half hours.

Advisory Team

Members: Ministerial advisors

When: Weekly

Where: Advisor's Office

Time: Tuesday, 3pm in the afternoon

Chair: Chair of the Advisory Team will lead the discussion, but it can also be rotated when appropriate.

Duration: Thirty to forty minutes.

Director Generals + Directors + Experts

Members: Director Generals, Directors and Experts (respectively)

When: two times per week

Where: Director General's Office

Time: Monday and Thursday, 2pm in the afternoon.

Chair: The Director General

Duration: one to one and half hours.

Directors + Experts

Members: Directors and Experts

When: Weekly

Where: Director's Office

Time: Wednesday, 2pm in the afternoon

Chair: The Director

Duration: Forty minutes to one hour.

All staff

Members: All staff of the Ministry

When: every two months

Where: At the conference hall (7th or 9th floor)

Time: **Wednesday**, 10 am in the morning

Chair: The Minister. One of the State Minister will chair in the absence of the Minister

Duration: two to two and half hours.

NOTE

The Chief of Staff shall join meetings with the Minister.

The SCPSI and Communications will have informal meeting schedules at all levels.

Frequency (occurrence)

The Minister: 5

State Ministers: 6

Advisory Team: 4

Director Generals: 6

Directors: 6

Experts: 5

Frequency (time)

Minister: 2 weekly, 1 every two weeks, 1 monthly and 1 every two months.

State Ministers: 2 weekly, 2 every two weeks, 1 every three weeks and 1 every two months.

Advisory Team: 2 weekly, 1 every two weeks and 1 every two months.

Director Generals: 3 weekly, 1 every two weeks, 1 every three weeks and 1 every two months.

Directors: 3 weekly, 1 every two weeks, 1 every three weeks and 1 every two months.

Experts: 3 weekly, 1 every three weeks and 1 every two months.

Source :MoP Communication Affairs Directorate