

ADDIS ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATIONS
MA PROGRAMME IN PUBLIC RELATIONS&STRATEGIC
COMMUNICATION

THE IMPACTS OF ORGANIZATIONAL COMMUNICATION ON
ORGANIZATIONAL PERFORMANCE: CASE OF LEGE TAFO LEGE DADI
TOWN AMINISTRATION PUBLIC SECTORS

BY GURMU BELACHEW

**A Thesis Submitted to Addis Ababa University, School of Journalism and
Communication, in partial Fulfillment of the Requirement for the Degree of
Master of Arts in Public Relations and Strategic Communication**

September 2021
Addis Ababa, Ethiopia

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September, 2021

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Declaration

I, the undersigned, declare that this research paper is my original work and that all sources of the materials in the research paper have been duly acknowledged. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

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Date: _____

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ABSTRACT

This research project focuses on identifying the impacts of organizational communication on organizational performance in Lege Tafo Lege Dadi town administration public sectors. The main objective of this project is to assess the impact of organizational communication on organizational performance in public sectors. A sample of 157 employees was selected using quota sampling technique, and 142 were considered. For the purpose of the study, primary data were collected using liker scale based questionnaire and open end interview. In addition, the data was analyzed using descriptive and inferential statistics. Descriptive statistics result shows that, both internal and external communications are ineffective in Lege Tafo Lege Dadi town public sectors and the organizational performance of the sectors office is very low. In another way inferential statistics results indicate that, both internal and external communications have positive and significant relationship with organizational communication. Based on these findings, it is recommended that, the town administration should work more on organizational communication to make the sectors office more productive.

Key words: Organizational communication and organizational performance.

CHAPTER ONE

1.1Introduction

The intention of this research project is to examine the impacts of organizational communication on organizational performance, in Lega Tafo Lege Dadi town public organizations. This study has five chapters. The first chapter is introduction part, and under this chapter, background of the study, statements of the problem, objectives of the study, significances of the study, scope of the study and limitation of the study has discussed. Chapter two of the study is review of the related literature. In this chapter theoretical, empirical and conceptual framework of impacts organizational communication on organizational performance presented. The research design and methodology presented in chapter three. In chapter four, the results and findings of the study has discussed. Finally, the last chapter deals with the summary of findings, conclusions and recommendations.

1.2.Background of the study

According to system theory organization is made up five important components. These components operate independently and contribute toward the success of the entry organization system. These components are named Production subsystem, Maintenance subsystems, Adaptive subsystems, Management subsystems and Disposal subsystems. These five subsystems have their own role and responsibilities. But all of them work for the same goal. These subsystems combined to each other through communication and create entry organization system. Because of that it imposable to think about organization without communication, since without interaction of these components, organization cannot exist (Alison 2001 pp. 36)

In one organization several individuals those who have different knowledge, experience and social background come together for the purpose of accomplishing the same organization goals and objectives. These individuals are interrelated to each other in several ways to accomplish their task. Without interaction and exchange of idea, it's impossible for individuals to work together for common purpose. That is why an Organizational Behavior theorist Chester Barnard (1938) said "An organization is born when there are individuals who are able to communicate." Therefore, communication gives life for organization and determines existence and survival of the organization.

No organization could exist and accomplish its organizational goal and objectives without having effective communication external and internally (Shane and Glinow 2010 pp.270).

In another way communication has great role in enhancing organizational capacity and helping the organization to adjust itself to its surrounding environment and changes that occurs as a result of external factories (Niraula 2012.p.p23). In Organization, communication plays a role of blood in human body. As blood transports oxygen to all parts of human body, communication also transports information to all parts of the organization and integrate different parts of the organization together. It helps the individuals and groups in the organization to have full understanding of organizational mission, vision, goal and objectives (Ode 1999 sited in Shanubi and Akintaro 2016 pp.1904). Not only with internal employees, but communication helps the organization to establish good relationship with people outside of the organization. It enables the organization to build up organizational image in the mind of surrounding community and others stakeholders (Gillis 2006 pp.6).

Therefore communication has great role both in survival and success of the organization. For any organization, falling in communication is falling in everything. No organization success without good organization communication. That is why the managers of organization spend most of their time on communicating with their other employees and clients (Osabiya 2015 pp.79).

Organizations can be classified as private organization and public organization depending on their goal, objectives and ownership. Public organizations first purpose is to serve the interest of the citizens. They established for the purpose of provide good or service that the citizens need to get. Their primary objective is to serve the public rather than making profit unlike private organization (Aykac and Metin, 2012 pp.468). Also public sectors at all level administered under government body and leaded by bureaucracy to accomplish their organization goals and objectives (Jurisch.et el 2013 pp.11). Without strong public organization it is hard to implement programs and policies that made by the government. Because of that, public organizations plays important role in economic, social and political development of one country.

Many public administration literatures suggest that the performance of public organization is very low relatively with private organization even in developing countries like United State and European countries. In developing countries like African countries the performance of public organization is

found at worst level. Public organizations are known by their very long bureaucracy, maladministration and corruption. As a result citizens face difficulty to get the service they need to get from government organization

According to Kumar (2016) many problems occur in organization related directly or indirectly to communication. So the above mentioned problems and others have relation with communication. Communication has direct impact on issues like organizational commitment, Organizational performance, and Organizational behaviors and employees job satisfaction. In another way ineffective communication can be a reason for low organization performance, job dissatisfaction, and low trust in an organization (Bastien, 1987 cited in Suhaidalisa et al 2018 pp.24).

1.3. Statement of the Problem

In Ethiopia starting from 1991, several reform works have done to bring changes on the performance of public sectors. The federal and regional governments introduce reform tools such as BPR, BSC, Kaizen and others to improve the worse situation in public sectors. And also several trainings and education opportunities have being given for the civil servants to build up their capacity. Not only that, especially in urban areas working environment is much favorable than that of pervious time. To work these works the government expends a lot of financial and nonfinancial resources which has great impacts on the economy of the country.

Even though these all attempts are done, the outcomes are not this much satisfactory. After implementation of reform programs, very few incremental changes have occurred on organizational performance of public sectors. But these attempts failed to bring fundamental change that can solve problems in public organizations and enable them to provide services that meet the needs of the citizens. As a result, many citizens are not getting satisfactory services from public organizations. This situation exposes the citizens for time and financial loss in several ways. And also public sectors became the center of corruption, maladministration and organizational politics (Ministry of civil service, 2012).

And the situation in Lege Tafo Lege Dadi town public sectors is not different from this. Public sectors of the town are not providing services that expect from them to provide for the community appropriately. The factors contribute for problems of organizational performance are many. But the researcher of this study selected organizational communication, since he is student of strategic

communication and decided to conduct his thesis on the impacts that organizational communication has on organizational performance of public sectors of the town, to identify and solve the problems related to organizational communication and contribute his role as one citizen in the process of improving the performance of public sectors of the town administration.

1.4.Objectives of the Study

This research project has both general objective and specific objectives.

1.4.1 General Objective of the Study

The general objective of this research project was to assess the impact of organizational communication on organizational performance in Lege Tafo Lege Dadi town public sectors organization.

1.4.2 Specific objectives

The specific objectives of this study were the followings:

- A. To identify the organizational performance level of public sectors in Lege Tafo Lege Dadi town public sectors organization.
- B. To assess what does organizational communication looks like in Lege Tafo Lege Dadi town public sectors organization.
- C. To identify the relationship between organizational communication and organizational performance.

1.5.Research Questions

The purpose of any research project is to widen the scope of knowledge or to answer certain important questions (Johnson & Christensen 2012 pp.46). And this research project intended to answer the following questions.

1. What is the current organizational performance of Lege Tafo Lege Dadi town Public Sectors Organization?
2. What does organizational communication looks like in Lege Tafo Lege Dadi town Public Sectors Organization?

3. What is the relationship between organizational communication and organizational performance?

1.6. Significance of the Study

This research project has several significances for several bodies. Primarily it has great importance for Lege Tafo Lege Dadi Town Administration to avoid communication problems that occur at working places and improve the performance of governmental organizations in the town. The town administration can easily understand from this research project the level of organizational performance of its sectors, how individuals and groups are communicating in working places of the town and what kind of impact occur on organizational performance as a result of current communication style.

Additionally this study has importance for the following bodies

- It helps as input for Oromia Regional state Public Service bureau to rearrange organization structure and communication style in Oromia region public sectors organization.
- It is also useful for others towns that found at similar level with Lege Tafo Lege Dadi town to improve their sectors organizational performance and to avoid problems related with organizational communication.
- At the end this study can serve as secondary data for academicians and research centers those need to conduct on similar topic.

1.7.Scope of the Study

The intension of this study is to evaluate the impacts that organizational communication has on organizational performance in Lege Tafo Lege Dadi town public organization. Therefore the focus area of this study limited to only Lege Tafo Lege Dadi town public sectors. And this study deals with only the impacts of organizational communication on organizational performance. That means it doesn't include others variables that affect organizational performance. Generality of this research project findings and results limited to public organizations that administered under Lege Tafo Lege Dadi Town Administration.

1.8. Limitation of the Study

Organizational communication is very wide and complicated issue in the organization context, so it is difficult to examine all aspects of organization communication in one research project. Because of that, this study only focuses on more important aspects of organizational communication. In another way, there are so many variables that affect organization performance in an organization. But this study mainly focuses on only one variable called organizational communication.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

In this chapter, the researcher discussed theories of organizational communication and organizational performance, empirical studies on similar topic and conceptual framework of impacts of organizational communication on organizational performance. The chapter started with definitions of important terms and presented the theoretical framework of the terms. In middle it discussed the findings and results of researches conducted on similar topic. Finally the chapter ended by creating conceptual framework of the impacts of organizational communication on organizational performance.

2.2. Definitions of Communication

The term communication doesn't have consensus single definition, since it used in different field of studies and areas of knowledge. Scholars of different field of studies define communication in several ways, starting from the area of knowledge they study. For example the Psychologists define communication as "the process by which an individual (the communicator) transmits stimuli (usually verbal symbols) to modify the behaviors of the other individuals (communicates)". In another way, Sociologists define communication as tool that help to establish and strength relationship between human beings (Shanubi and Akintoro 2016 pp.1904).

Scholars of communication define communication starting from two aspects. The first aspect considers communication as process of flows of information, idea, thought and emotion from one part to another. But the other aspect considers communication as a two way interaction. The first assumption is called traditional definition of communication and the second considered as contemporary communication definition (Alison Thicker 2012 pp.10).

Traditional definitions of communication undermine the role of receiver as only decoder of the message come from the sender. According to Keyton, (2011), cited in Oppong and Birikorong (2014 pp. 208), communication is defined as transformation of idea or thought from one person to another person. Communication is a process in which the sender intentional craft message in form of verbal or nonverbal to create meanings in the mind of the receiver (Spaho, 2012 pp.310). Also Jerald

Greenberg cited in Winarso (2018 pp2) define communication as a process in which individuals or groups send the message to another individual or group. All traditional communication definitions claim that communication is one way process that diffuse ideas, information, thought and perception from one point to another point. These definitions take communication as a process of diffusing information from the sender to the receiver for the sake of effecting perception of the receiver.

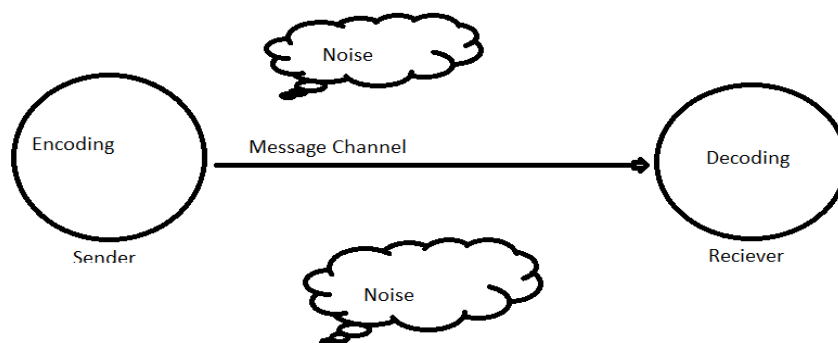
But Contemporary communication definitions consider communication as a process of sharing or exchanging idea, thought, experiences and emotion between two or more individuals. Sellnow and Seeger (2014 pp.10) communication is not simply the process of transforming idea from one person to another person, but it is about building common understanding between the communication partners. And also Windahl and Singnitzer (1992) define as the process in which communication partners create and share information with each other to reach on mutual understanding. According to Newman, Sammer and Warsen (2013) “Communication is an exchange of facts, ideas opinions and emotions by two or more persons”. Koontz and O’Donnel define communication as “An intercourse by words, letters, symbols or messages and in a way that one organization member shares meaning and understanding with others”. The American Society of Training Directors explains the meaning of communication as, “the interchange of thought or information to bring about mutual understanding and confidence or good human relations” (Katherine Miller: 2012 pp. 9).

2.3. Communication Model

Thomas Harris (2002) has identified three important stages in the development of communication model. The first stage is linear stage. This stage known by, one-way flows of information, ideas, thought and emotion. The message is first crafted by the source and delivered to the receiver through different channels. Linear communication model is more suitable for the situation in which there is no need for feedback. The second stage is interactional model. Unlike linear model, interactional model gives important value for feedback. The sender craft message and send to the receiver. Then, the receiver decodes the message and sends the feedback to the sender. This model accepts the importance of both the sender and the receiver. The third stage is transactional model. In transactional model there is no constantan role in communication process. The communication participants play both roles interchangeably.

There are several communication models that communication professionals and academicians used. But mainly two major models of communication dominantly used in the world of communication. These two models are called transmission model of communication and interactive model of communication. The first model considers communication as one way flows of information. The best example of this model is Shannon and Weaver's model of communication. And also, this approach is sender-oriented and undermines the role of the receiver.

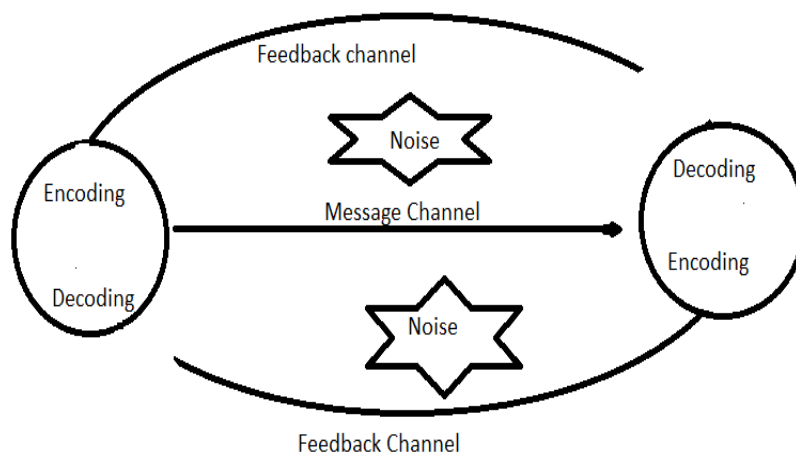
Figure 2.1 Transmission model of Communication



Source: Thomas Harrison (2002)

In another way interactive model of communication conceptualized communication as the process of creation and exchange of ideas between communication participants. Under this model there is no constant sender and receiver. All participants of the communication have equal chance to be both the sender and the receiver (Kirk Hallahan et al, 2007 pp.20).

Figure 2.2 Interactive Communication Model



Source: Thomas Harrison (2002)

2.4. What is Organization?

When we say organization, something that comes in our mind is physical entities such as buildings, boundaries and other assets such as cars and machineries. And also some people related organization with legitimacy. They assume as organization as an entity that registered by government body and confer the legal status. These all things are important for one organization, but organization is not all these things. Organization is a group of people come together and work

interdependently to accomplish certain communal goals and objective. So organization is people and their objectives and goals (McShane and Glinow 2010 pp.4).

The machine metaphor theory describes organization by three important behaviors. The first one is specialization. As all parts of car or others machine have their own tasks to perform, individuals and groups in the organization have their own duties and responsibilities. But, even though they perform different tasks, they work for the same goals. The second behavior is standardization. As we know if one part car or machines get damage, we take out that damage part and replace that by new one. In similar case all individuals and groups in the organization are replaceable in the time of need. The last point is predictability. Predictability of the organization describes that organizations have their own rule and regulations that govern their establishment and operation. And also, when problem occurs they follow standard procedures to solve their problems (Katherine Miller 2012 pp.19).

The founder of Bureaucracy theory, Max Weber developed the following five important principle of organization.

- All individuals in the organization have clearly known tasks and responsibility.
- Organizations must have hierarchical reporting system.
- Organizations have their own rules and regulations of performing tasks.
- Organization position should occupy only through merit based.
- All employees should treat equally and motivated toward organizational goal achievement (Lan Brook 2009 pp.16).

2.5. Organizational Communication

The term organizational communication is a combination of two terms called organization and communication. As discussed above communication is a process of creating and sharing information between communication participants. And Organization is a collection of individuals arranged to perform certain tasks to achieve organizational goal. People in the organization should communicate each other's to perform their tasks and achieve their communal goal. So, communication bridge people in the organization with each other's and with their goals. Because of that without communication organization cannot exist (Aukse Blazanaite 2012 pp. 87)

Organizational communication deals with how individuals in organization communicate with internal and external bodies. “It is the process of creating and negotiating collective, coordinated system of meaning through symbolic practices oriented toward the achievement of organizational goal”. Organizational communication is a process. That means it has starting and ending points. And also it follows certain procedures to occur. The intention of the process is to create common understanding which helps the organization to achieve its goals (Dennis Mumby 2013 pp.442). Organizational communication is not only exchanges of information between individual and groups in the organization. But it includes social interaction between peoples in organization and interaction between people in the organization and their surrounding environment (Aukse Blazenaite 2010 pp.87).

Organizational communication has both similarities and difference with ordinary communication. Like any others communication organization communication involves all elements of communication known as source, encoding, message, channel, decoding, receiver, feedback and noise. But organizational communication is more objective-oriented, and need more competency and communication experiences. And the communication context is well defined and Clarified (Shockley Zalabak 2015 pp.17).

2.6. Types of Organizational Communication

Organizational communication in general is all about interaction or exchange of information between all stakeholders or all parties that directly or indirectly affected by the decision of the organization or those who has potential to affect the organization. Depending on the type of the stakeholders’ organizational communication divided in two places (Holmina and Safarovo 2015). To be successful and enable to reach its goal, organization must coordinate both internal and external communication together. Both internal and external communications are interrelated and interdependent in their nature. Well coordination and connection of the two communication types, help the organization to easily reach all its stakeholders (Aukse Bazenaite 2016 pp 92).

2.6.1. Internal Communication

The first type organizational communication is internal communication. It is an organizational communication that occur within the organization through different channels such as letter, memos, meeting, face to face and others printing channel (Shanubi Akintaro 2016 pp.1907). According to

Dolphin (2005) cited in Wendim Tekilu (2019) internal communication is exchange of information among the employees at different level and perform different tasks for the sake of accomplish their daily tasks and contribute toward organizational success. Otoo Florence (2015pp.15) defines internal communication as a branch of organizational communication that concerns with flows of information in different parts of the organization.

Internal communication play vital role in creating mutual understanding among the members of the organization by disseminating information about the mission and vision of the organization and guiding the employs toward the organizational goal achievement(Aukse Bazenaite 2016 pp 92). The main function of internal communication is to bring together individuals and groups in the in organization to achieve organizational goals and objectives (Otoo Florence 2015 pp13).

2.6.2. External Communication

Unlike internal communication external communication is disseminating and receiving or exchange of information between the organization and its surrounding environment. This environment includes customers, suppliers, competitors, surrounding people, financial institutes, shareholders and others (Shanubi Akintaro 2016 pp.1907). External communication is interaction of organization with people outside the organization to shape the environment in a way favorable for the organization. Extern communication helps the organization to operate smoothly in its own environment. It negotiates organization with its environment (Aukse Bazenaite 2016 pp 92).

2.7. Communication Function

Many literatures suggest that organization cannot exist without communication. It is a communication that gives life for the organization. Communication plays several roles in the organization. Robbins and Judge (2013) discussed four important function of communication in any organization in their book titled “Organizational Behavior” as the following.

2.7.1. Controlling Function

Organization is consists of different individual those who have different background, experience, knowledge and behaviors. To control these differences and behaviors the hierarchically concerned body should communicate the employees the police, rule, regulations, mission and vision of the organization. And also it is through communication that the organization notice the employees what to do and what do not do in the organization.

2.7.2. Motivation Function

In any organization employees need to get recognitions for how well they are performing their tasks. And motivating employees on their work has direct impact on the entry organizational performance. The organizations leaders need to have good communication skills to motivate their employees well. So organizations motivate their employees through communication.

2.7.3. Emotional Expression Function

People in any organization share their own feeling and thought with each other only through communication. Communication is a mechanism that the employees used to express their satisfactions and dissatisfactions. It also helps the employees to establish social integrate among the organization communities.

2.7.4. Information Function

Communication plays the role of blood in human body. As blood transport oxygen in to different parts of human body, communication transport information in to different parts of the organization. Employees in the organization get information that required performing their tasks, through communication. And also organization leader send and receive information through communication.

2.8. Direction of Communication

All organizations communicate in certain direction to perform their tasks and achieve organizational goal. Selection of communication direction depends on the nature of the organization. These communication directions are known as downward communication, upward communication, horizontal communication and diagonal communication (Kenan Spaho 2012 pp.311)

2.8.1. Downward communication

Downward communication is one of the four directions of communication in which information start from the top manager of the organization and flows downward to the subordinates. In such kind of communication, information flows only in one direction. It flows from the high hierarchical position to low hierarchical position. In downward communication there is no feedback. The subordinates just receive information from their superiors and act according to the order (Nnamdi Azikiwe 2015 pp.136).

2.8.2. Upward Communication

Unlike downward communication, in upward communication initiation of idea are the employees of lower hierarchical position. The message crafted by the employees flow upward to the managers of the organization. In such type of communication, information flows from ordinary employees toward to the organization management (Katherine Killer 2012 pp.31).

2.8.3. Horizontal Communication

Horizontal communication is a direction of communication in which communication occurs between employees of the same level. In horizontal communication there is no hierarchical position difference between communication participants. It can occur between employees with the same levels, managers with the same level or working groups with the same levels (Robbins and Judge 2013 pp.339).

2.8.4. Diagonal Communication

Diagonal communication is flows of information between employees those who are not on the same hierarchical level and do not have direct chain of command in the organization. For example, when human resource manager write warning letter for the expert in finance department for her\his absence, it is diagonal communication (Kenan Spaho 2012 pp.311).

2.9. Measurements of Effective Communication in Organization

According to Ainobushoborozi (2013) sited in Otoo Florence 2015) there are seven measurements that help us to measure the effectiveness of communication in organization. These measurements will discussed as the following

2.9.1. Completeness- communication is complete, if and only can all necessary things are transformed from the sender to the receiver. In the context of organizational communication, employees should get all necessary information that helps them to perform their tasks. All important information should provide for all bodes require.

2.9.2. Conciseness— The sender (encoder) should convey short and brief information as far as possible without losing important points. Concise communication can safe both time and resource of the organization.

2.9.3. Consideration- Consideration is very important point in communication. The message crafter should take into consideration audience educational level, cultural background, age, language and others personal and social aspects. Unless and otherwise the meaning derived out from the message cannot be the same with intention of the sender.

2.9.4. Clarity- Communication clarity concerns with being specific. It is good to convey only specific information at one time. Clarity helps the receiver to understand the message easily.

2.9.5. Concreteness- Communication participants should focus on important issues rather than wasting time on minor issues and be particular rather than being general.

2.9.6. Courtesy- Without courtesy it is impossible to achieve communication goal. It is very important in communication. Communication should base on two way respecting. The messages in communication should craft in the way it can keep dignity and respects of the receiver.

2.9.7. Correctness- To deliver the intended message to the receiver in the right way, the sender should use the right grammar. Grammatical error can cause meaning change and misunderstanding. Because of that message text should be free from grammatical error.

2.11. Theories of Organizational Communication

2.11.1. System Theory

The Founder of system theory was Ludwing Von Bertalanffy. Bertalanffy was a biologist. He developed system theory to study system in living things. Letter he understood that system concept can apply on other fields of study. Then in 1969 he published his book titled 'General system theory'. General system theory claims that system theory can work both in social and natural studies (Katherine Miller 2012 pp.60).

Many organizational behavior scholars used system theory to describe organization. System theory considers organization as a system that consists of several sub-systems which impact each other and together interact with organization's environment. These sub-systems come together and create the entry organization system. In many organizations we can found five sub-systems. The first sub-system is production sub-system. The main duty of this sub-system is to produce the products and services of the organization. The second sub-system is maintenance sub-system. This sub-system brings together the employees of the organization and encourages cooperation between the workers.

The third sub- system called disposal sub-system. Disposal sub-system deals with marketing and distribution of products and services of the organization. Another sub-system is adaptive sub-system. This sub-system helps the organization to adjust itself to changes in organization's environment. The last sub-system is management sub-system. Management sub-system controls the all above mentioned sub-systems (Allison Thicker 2001 pp.36).

According to system theory, all sub-systems of the organization have their own duties and responsibilities. But, since they work for the same organizational goal, they are interrelated and interdependent. Changes in one sub-system have impacts on the rest sub-systems. The success of one sub-system depends on contribution of the others sub-system. But a big question is what bond is holds together these sub-system? The answer is very clear. These all sub-systems of the system connected to each other for common goal through communication. That is why we say organization cannot exist without communication. All individuals and groups in organization combined to each other through communication. Communication glue together all sub-systems for communal goal and objective and creates the entry system called organization. And also externally communication connect the organization with surrounding environment (Thomas Harris 2002 pp.23)

2.11.2. Human Relation Approach

Human relation theory was introduced by three scholars; Mayo, Roathlisberger, and Dickons in 1933 to replace classical theory with new theory. The founders of this theory conducted the study known as 'The Hawthorne Studies'. This study passed through four steps called illumination studies, the relay assembly test room studies, the interview program and the bank wring room studies. The final outcome of the studies changes the concept of prominence on output and work design to the interaction of individual. Classical theory more focuses on how to increase productivity and efficiency. But human relation approach primarily focuses on how to satisfy more needs of individuals, increase employees participation and opportunity to be both sender and receiver in the organizational communication (Otoo Florence 2015 pp.34).

According to Katherine Miller (2012) the hawthorne studies is not only reason or human relation approach. But also it became the starting point for the two human need theories. The first is 'Hierarch of need theory' developed by Abraham Maslow. This theory listed five levels of human needs hierarchically. These needs are physiological needs (Basic needs), Safety needs, Affiliation

needs, Esteem needs and Self- Actualization need. The second theory is McGregoris Theory X and Theory Y. This theory suggests that management of the organization should manage the resource of the organization such as financial resources, materials resources and human resources to make the organization economical safe. According to this theory controlling and motivating employees of the organization very important to reach organizational goals and objectives, because people are passive and resistant to achieve organizational goal, without intervention and direction of the organization management.

People in organization need to interact with each other and surrounding environment. Employees of the organization need to cooperate with each other share experiences and develop team working to accomplish their tasks and reach organizational goal. The success and failure of the organization is determined by the relationship between the people of the organization. And it is impossible to maintain relation without communication. Because of that communication has core role in human relation approach (Shockley Zalabak 2015 pp.82).

2.12. Organizational Performance

The term organizational performance defined in several ways by organizational behavior scholars. But most of these definitions are mention two important points. These points are: organizational objectives and goals and organizational output. For example Boshar and Singh (2016), define organizational performance as “the performance of company as compared to its goals and objectives or the actual results or output of an organization as measured against that organization’s intended output”. So, organizational performance is the comparison of organizational output with organizational objectives and goal. In another way, it is the indictor of to what extend does the organization could achieve organizational goals and objectives (Shonubi and Akintaro 2016 pp.1910).

In public and private organizations the variable of organizational performance are different since their goals and objectives are different. The primary goal of public organization is to serve the public. To measure their performance public organizations used variables such as public satisfaction, service delivery and distributive developments. But Private organizations used variables such as financial performance, marketing performance and shareholders value performance, since the work for profit (Rita Anekwe 2015 pp.134).

In very recent time both private and public organizations have started using Balance Score Card to measure their organizational performance. The benefits of balance score card is that it measure performance in multiple aspects. Balance score card use variable such as financial performance, customer's services, social responsibility, employee's steward and capacity building to measure the entry performance of the organization. And balance score card the most advisable methodology of organizational performance measurement (Shonubi and Akintaro 2016 pp.1910).

The balance Score card manual of Oromia Regional Public service that published in 2010 identified the following four aspects measurements.

- Customer Satisfaction
- Financial performance
- Internal Process
- Capacity Building.

2.13. Empirical Frame work

Concerning the impacts of communication on organizational performance, only few researches are conducted. Many organizational communication researches are focus on impact of organizational communication on employees' performance rather than focusing on the entry organizational performance. Otoo Florence (2015) conducted research on "Effects of Communication on Employees' performance at Ghana Revenue Authority, Kumasi". The main intention of researcher was to determine the functions of successful communication on organizational communication. The research design of this study was mixed method design. And convenient sampling employed to select the sample of the study. The researcher used questionnaires and interview to collect primary data of the study. The findings of the study show that indictors of effective communication such as, completeness, concreteness and consistency of communication have significant effects on workers performance.

Ngimba Filberth (2018) conducted study on "Assessing the Effectiveness of Communication toward the Attainment of Organizational Goal in Tanzania: A Case of Iringa Regional Commission office". The objective of the study was to assess the role of effective communication in attaining organizational goals in Tanzania. The study used questionnaires as data collection tool and

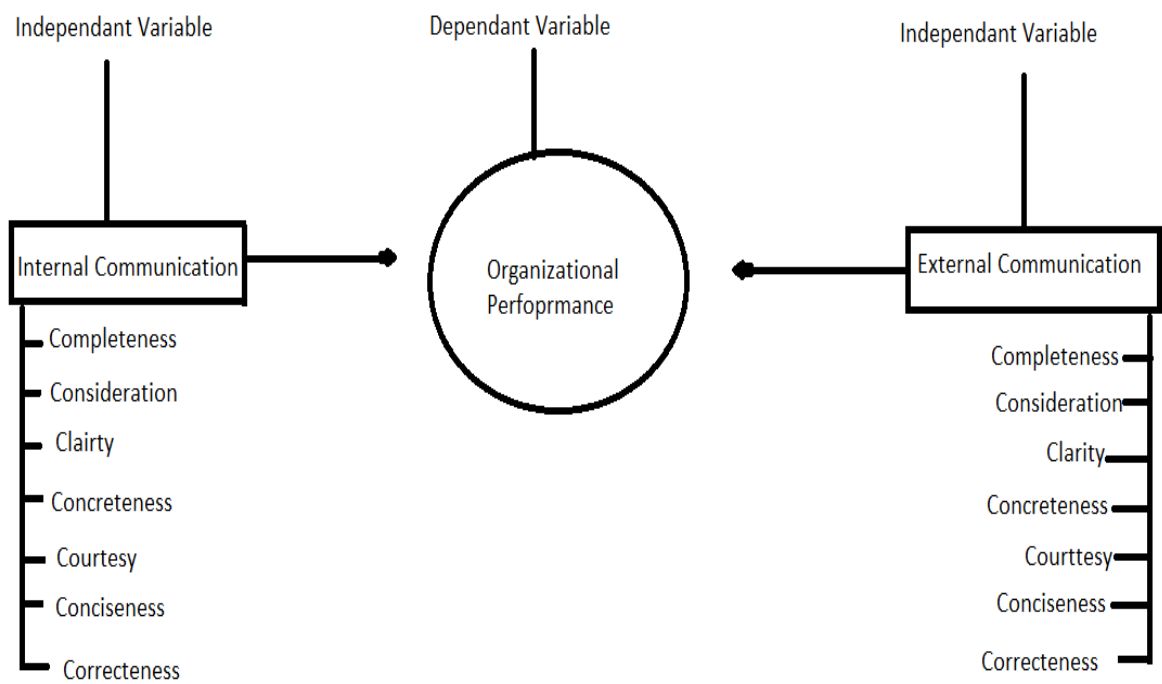
participate 50 respondents. The findings of this study indicate that effective communication has aligned to the great significant to the employees' motivation and their performance in attaining organizational goals.

Similar study conducted by Wendimu Tekilu (2019) on "The role Internal Communication on Employees' Motivation: The case of Federal Civil Service Commission. This study intended to investigate the contribution of internal communication in enhancing employees' motivation at the Federal Civil Service Commission of Ethiopia. The data gathering tools of the study was questionnaire and interview. Since the researcher employed mixed method, questionnaire used to collect quantitative data and interview used for qualitative data. The final results of the study identified that there is a strong, positive correlation between internal communication and employees' motivation.

2.14. Conceptual Framework

“Conceptual framework is a logically developed, described and elaborated network of association among variables that have been identified through such process as interviews, observations and the literature survey” (Sekaran, 2012 cited in Ngimba Filberth 2018). This study intends to investigate the impacts that organizational communication on organizational performance. The dependent variable of this study will be organizational performance and independent variable will be internal communication and external Communication.

Figure 2:3Conceptual diagrams of the impacts of organizational communication on organizational performance.



Source: Authour

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents details of the research design and methodology. It includes the research design, sample size and sampling technique, data source and data collection method, procedure of data collection, questionnaire and interview. At the end data analysis method presented.

3.2. Research design

The researcher of this study employed Explanatory Sequential Mixed Method. According to Johson and Chirstensen (2016) Explanatory sequential mixed method involves collecting and analyzing quantitative data and drive findings from it. Then pass to qualitative data collection and analysis to support the findings of quantitative data results. In such types of researches, quantitative approach plays core role and qualitative approach plays supportive role. And both descriptive and inferacial statistics used to provide answers for the research questions.

3.3. Population of the study

The general population of this project was all employees of Lege Tafo Lege Dadi town administration public organizations. Numerically, the total number of the employees was 685.

Data of employees serving in government organization in Lege Tafo Lege Dadi Town administration in year 2013 was listed down as the following.

Table 3.1 Data of employees serving in government organization in Lege Tafo Lege Dadi town.

No	Names of government sector	Number of employees		Total
		Male	Female	
1	Finance & economic development office	31	20	51
2	Education office	28	23	51
3	Agriculture & Natural resource office	8	2	10
4	Public Service and Human Resource office	9	14	23
5	Culture and Tourism office	5	8	13
6	Health office	47	53	100
7	Justice office	5	6	11
8	Labor & social affairs office	8	3	11
9	Trade office	10	6	16
10	Transport office	21	9	30
11	Women's children & youth affairs office	7	4	11
12	Construction office	17	5	22
13	Water & sanitation office	22	11	33
14	Communication Affair office	5	3	8
15	Sport office	6	1	7
16	Revenues & customs authority	19	16	35
17	Investment office	3	4	7
18	Environment conservation authority	2	4	6
19	Plan office	8	2	10
20	Peace & security office	6	1	7
21	Market Development office	3	6	9
22	Dissuasive Events documentation office	3	2	5
23	Land management office	39	6	45
24	Mayor Office	9	4	13
25	Municipal service office	68	26	94
26	Micro enterprise Development office	20	16	36
27	TVT	6	5	11
28	Town house of people representative office	7	3	10
	Total	422	263	685

Source: Lege Tafo Lege Dadi town public service and human resource development office

3.4. Sample and sampling techniques

The sampling technique that used for the study is non- probability sampling techniques. In order to acquire sufficient information on both quality and quantity, the researcher employed quota sampling techniques. All employees of the town administration classified in to 28 groups depending to their office sectors, since there is 28 office sectors in the town. All sectors of the town get their own quota depending on the size of their employees' number. From each sector, respondents selected through random sampling technique. The researcher employed proportion allocation method to determine the sample size by using the formula of proportional allocation $n_0 = n * p_0 / N$.

To determine the sample size, considering the level of acceptable margin of error 7% and 93% of level of confidence, the slovin's formula was employed as the following.

$$n = N / 1 + N * e^2 \quad N = 685 \quad e = 0.07$$

$$685 / 1 + 685 * (0.07)^2$$

$$n = 157$$

Therefore the sample size of this study is 157

3.5. Types of data

3.5.1. Primary data

Primary data of the study was information that gathered from employees and sectors' managers of Lege Tafo Lege Dadi town administration public sectors.

3.5.2. Secondary data

The secondary data of this study collected from different sources such as, websites, books, and journals, periodicals released by the city administration and articles national and international newspaper and magazines.

3.6. Method of data collection

Data collection method that used in this research was close end questionnaire and open end interview. Closed end questionnaire was employed to collect quantitative data and open end interview was used to collect qualitative data.

3.6.1.Questionnaire

The questionnaire has three parts. These are: Internal communication questionnaire (ICQ), External Communication questionnaire (ECQ) and Organizational performance questionnaire (OPQ)

A. Internal Communication Questionnaire (ICQ)

The first part of the questionnaire measures internal communication by using a five-point response scale which includes: strongly dissatisfied (1), dissatisfied (2), neutral (3), satisfied (4) and strongly satisfied (5).

B. External Communication Questionnaire (ECQ)

The second part of the of the questionnaire measures external communication by using a five -point response scale which includes: strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

C. Organizational Performance Questionnaire (OPQ)

The third part of the of the questionnaire measures Organizational Performance by using a five - point response scale which includes: strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

3.6.2.Interview

Another data collection method that, the researcher used was interview. The researcher intended to use interview to collect qualitative data from the respondents. The respondents of the interview was managers and experts of the sectors those who work on organizational performance and organizational communication. It included: Mayor Office, Public Service and Human Resource Development office, Finance and Economic Development office, Government Communication

Affairs office and planning office of the town. From these sectors one person selected purposefully for the interview depending on work position and job specialization.

3.8. Method of data analysis

The collected data was enter into SPSS version 23.0 and analyzed by using descriptive statistics. In this study, descriptive analysis is chosen because of its simplicity and clarity to draw inferences. Averages, percentages, frequency and tables used for the analysis of the collected data. Inferential statistic used to analyze the existing relationship between the two variables. The researcher used the organizational performance as the dependent variable and internal communication and external communication as independent variables.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF THE RESULTS

4.1. Introduction

In this chapter, the final results and the process through which the results were obtained and background information of the respondents was presented. At the end, the statistical methods of data analysis were discussed, which included a descriptive analysis, and inferential analysis through SPSS version 23.

4.2. Background information of the Respondents

One hundred fifty seven questionnaires were distributed to the respondents and out of the 157 questionnaires, 145 of them were collected with a response rate of 92.35 percent. However, only 142 responses were valid with complete answers. The demographic characteristics include: gender, age, level of education and work experience. This aspect of the analysis deals with the personal data on the respondents of the questionnaires given to them. The table below shows the details of background information of the respondents.

Table.4.1. Respondent's distribution by their Demography

Respondents distribution by their sex	Frequency	Percent
Male	95	66.9
Female	47	33.9
Total	142	100.0
Respondents distribution by their education	Frequency	Percent
Diploma	12	8.5
First degree	104	73.2
Master's degree and above	26	18.3
Total	142	100.0
Respondents distribution by their Age	Frequency	Percent
18-30	47	33.1
31-45	57	40.1
46-60	38	26.8
Total	142	100.0
Respondents distribution by their Work Experience	Frequency	Percent
less than 5 years	27	19.0
6-10 years	56	39.4
11-15 years	25	17.6
21-15 years	24	16.9
21-25 years	8	5.6
more than 25 years	2	1.4
Total	142	100.0

(Source: Researcher own field survey)

As table 4.1 indicates, 66.9 percent of the respondents are male and 33.1 percent of them are female. And also, 8.5 percent of the respondents are diploma holders, 73.2 percent of them are first degree holders and the rest 18.3 of them are Masters and above holders. Concerning the age of the respondents, 33.1 percent of the respondents are 18-30 years old, 40.1 percent of the respondents are 31-45 years old and 26.8 percent of them are 46-60 year old. In another way, 19 percent of the respondents have less than 5 years' work experience, 39.4 percent of them have 6-10years' work experience, 17.6 percent of them have 11-15years' work experience, 16.9 percent of them have 21-

25years work experience, 5.4 percent of them have 21-15years work experience and the rest 1.4 percent of the respondents have more than 25years work experience.

4.3. Descriptive Analysis of Internal Communication

Table 4.2. Frequency and percentage of Internal Communication

No	Measurements	S\Agree		Agree		Neutral		Disagree		S\Disagree	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Completeness	6	4.2	21	14.8	40	28.2	56	39.4	19	13.4
2	Conciseness	11	7.7	15	10.6	34	23.9	64	45.1	18	12.7
3	Consideration	13	9.2	19	13.4	32	22.5	61	43.0	17	12.0
4	Clarity	6	4.2	26	18.3	35	24.6	48	33.8	27	19.0
5	Concreteness	2	1.4	24	16.9	35	24.6	56	39.4	25	17.6
6	Courtesy	21	14.8	55	38.7	25	17.6	24	16.9	17	12.0
7	Correctness	3	2.1	18	12.7	42	29.6	49	34.5	30	21.1
8	General Aspect	9	6.3	18	12.7	45	31.7	54	38.0	16	11.3

(Source: Researcher own field survey)

Concerning internal communication completeness, the respondents of study were asked if they are getting complete information that enables them to perform their tasks. The majority 52.2% of them are on the disagree side. This result indicates that, internal communication in sectors offices not complete. And also the majority 57.8% of the respondents disagree that, the messages used by different bodies in their offices is short and brief. That means the internal communication of the sectors office in not concise. So it may possible to conclude that, the messages that craft by different bodies in sectors office not easy to understand. Such kinds of communication may lead to misunderstanding and communicational break down.

Another important measurement of communication effectiveness is consideration. The majority 55% of respondents believe that, the message crafters in their organization do not consider the back grounds of the receivers. So we can say that, internal communication in sectors office do not consider cultural, educational and social backgrounds of the receivers. Likewise, the majority 52.8% of the employees of the sectors office disagree that, in their organization a single message content deliver to different bodies of the organization at specific time focuses on specific issue. Thus shows, the internal communication of sectors offices do not have clarity. Like others communication

measurements, not clear communication contributes to communication ineffectiveness. Also the majority 57% of the respondents are on disagree side, for that their internal communication focuses only on important points. That result indicates that internal communication of the sectors office is not concrete.

In another way 57.5% of the respondents are on agree side, for that all messages that craft by different bodies of their organization respect the dignity of the receivers. So we can say that, internal communication of the sectors office based on respecting or their internal communication has communication courtesy.

Internal Communication correctness measures, to what extend the messages contents used within the organization are free from grammatical, spelling and other linguistic errors. Internal communication correctness plays vital role in accomplishing communication objectives. Concerning this important measurement, the majority of the respondents 55.6% of the respondents agree that their organization internal communication do not have communication correctness. So we can understand that internal communication of sectors office is not free from grammatical and spelling error. And finally, the majority 49.3% of the respondents were evaluated the general aspects of their organizational internal communication as ineffective.

4.3.2. Summary of Internal Communication Results

Majority of the respondents of this research projects are on disagree side for all internal communication measurements except for internal communication courtesy. Thus shows that, internal communication of the sectors offices is ineffective. The results of each measurement presented as following in table 4.3.

Table 4.3 Summary of Internal Communication Results

No	Measurements	Majority		Effective	Ineffectiv e
		Agree Side	Disagree Side		
1	Internal Communication Completeness		✓		✓
2	Internal Communication Conciseness		✓		✓
3	Internal Communication Consideration		✓		✓
4	Internal Communication Clarity		✓		✓
5	Internal Communication Concreteness		✓		✓
6	Internal Communication Courtesy	✓		✓	
7	Internal Communication Correctness		✓		✓
8	Internal Communication General Aspect		✓		✓

(Source: Researcher own field survey)

4.2.3. Mean and standard deviation for Internal Communication

Mean and Standard deviation of internal communication measurements presented as the followings.

Table 4.4. Mean and Standard deviation of internal communication

Indicators	N	Mean	St. Dev.
Internal Communication Courtesy	142	3.27	1.250
Internal Communication Consideration	142	2.65	1.137
General Aspect of Internal Communication	142	2.65	1.046
Internal Communication Completeness	142	2.57	1.034
Internal Communication Conciseness	142	2.56	1.088
Internal Communication Clarity	142	2.55	1.121
Internal Communication Concreteness	142	2.45	1.015
Internal Communication Correctness	142	2.40	1.025
Total	142	2.63	1.0895

(Source: Researcher own field survey)

Table 4.4 indicates that internal communication courtesy scores the highest mean value 3.27 with 1.250 Standard deviation. And General Aspect of Internal Communication and Internal Communication Consideration score the second highest mean value 2.65 and followed by internal communication completeness with mean value 2.57, internal communication conciseness with mean value 2.56, internal communication clarity with mean value 2.55.

In another way, internal communication correctness scores the least mean value 2.40 with St. Deviation 1.025 and internal communication concreteness scores the second list mean value 2.45. And the total mean value of internal communication is 2.63, which is less than the middle point 3.

Therefore, it may concluded that internal communication courtesy is better than others internal communication dimensions and internal communication correctness is the worst internal communication aspect in Lege Tafo Lege Dadi town public sectors. And since, the total mean value of internal communication is less than the middle point, internal communication is ineffective in sectors offices.

4.4. Analysis of Interview on Internal Communication

The researcher of this research project participate five employees from different sectors offices as interview respondents to collect qualitative data. Concerning effectiveness of internal communication of sectors offices of the town administration, 4(80%) of the respondents mentioned that internal communication of the sectors offices is ineffective. And also they raised some indicators of communication ineffectiveness such as grammar and spelling error, using written channel as the only channel, and misunderstanding between employees of the sectors, ignoring feedback, not giving attention for informal communication and in many sectors office communication being one way. The rest 1(20%) respondent evaluate internal communication of the sectors offices as a moderate.

This result of interview also shows that internal communication of the sectors offices is ineffective. Since, descriptive analysis results indicate that internal communication ineffectiveness in sectors offices, this result supports the results of quantitative data collected by questionnaire very well.

4.4.1. Descriptive Analysis of External Communication

Another branch of organizational communication is external communication. External communication concerned with communication that conducted between the organization and external environment (Aukse Bazenaite 2016). Concerning external communication completeness, the majority 52.2% of the respondents disagree that their sectors offices provides complete information for external stakeholders. This result shows that, external communication of the sectors offices is not complete. So we can conclude that customers and stakeholders are not getting complete information on issues they need. And also the majority 61.2% of the respondents believes that, the message contents produced by their office and delivered to external audience not short and brief. So, since the messages are not concise it is difficult to understand the theme of the message easily. That can creates communication break down between the sectors offices and their external audiences.

Communication consideration plays vital role to create mutual understanding between communication participants. The majority 52.1% of the respondents are on disagree side, for that their sectors offices consider the background of external audiences while communicate with external audiences. Thus indicates that, external communication of the sectors offices do not consider the background of the audiences. Additionally the majority 50.1% of the respondents do not agree that a single message delivered to external audiences at one time focus on single point. That means external communication of the sectors offices is not clear. Not clear communication is a cause for communication ineffectiveness in many ways. In a similar way, the majority 58.4% of the respondents disagree that their offices external communication focuses on important points. Thus shows external communication concreteness is ineffective. The messages that sectors offices produce, consist irrelevant points, rather than only focusing on important points. Such kinds of communication waste time and resource.

To be effective communication should be based on mutual respecting. The majority 57% of the respondents are on disagree side, for that the message delivered to external audiences by their offices respects the dignity of the external audiences. So we can drive conclusion that external communication courtesy is ineffective in sectors offices. Also the majority 58.4% of the respondent believe that the message contents that deliver to external audiences are not free from grammatical

and spelling error. Thus indicates that external communication incorrectness. Finally the majority 61.2% of the respondents evaluate the general aspects of external communication of their offices as ineffective. Frequency and percentage of external communication measurements presented as the following.

Table 4.5.Frequency and percentage of External Communication

No	Measurements	S\Agree		Agree		Neutral		Disagree		S\Disagree	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Completeness	5	3.5	16	11.3	47	33.1	56	39.4	18	12.7
2	Conciseness	5	3.5	18	12.7	32	22.5	59	41.5	28	19.7
3	Consideration	2	1.4	35	24.6	31	21.8	44	31.0	30	21.1
4	Clarity	5	3.5	16	11.3	49	34.5	52	36.6	20	14.1
5	Concreteness	5	3.5	15	10.6	39	27.5	59	41.5	24	16.9
6	Courtesy	14	9.9	20	14.1	27	19.0	57	40.1	24	16.9
7	Correctness	-	-	24	16.9	35	24.6	48	33.8	35	24.6
8	General Aspect	3	2.1	13	9.2	39	27.5	59	41.5	28	19.7

4.4.2. Summary of Internal Communication Results

Majority of the respondents of this research projects are on disagree side for all external communication measurements. Thus shows that, external communication of the sectors offices is ineffective. Table 4.6 presented the results of each measurement as following.

Table 4.6 Summary of External Communication Results

No	Measurements	Majority		Effective	Ineffectiv e
		Agree Side	Disagree Side		
1	External Communication Completeness		✓		✓
2	External Communication Conciseness		✓		✓
3	External Communication Consideration		✓		✓
4	External Communication Clarity		✓		✓
5	External Communication Concreteness		✓		✓
6	External Communication Courtesy		✓		✓
7	External Communication Correctness		✓		✓
8	External Communication General Aspect		✓		✓

(Source: Researcher own field survey)

4.4.3. Mean and standard deviation for External Communication

The researcher of this study used mean value to compare the measurements with each other and to compute the total mean value with middle point to determine the effectiveness of the sectors office organizational communication. The following table presented the mean value and standard deviation of the measurements of external communication as the following.

Table 4.7. Mean and standard deviation for External Communication

Indicators	N	Mean	St. Dev.
External Communication Courtesy	142	2.60	1.209
External Communication Completeness	142	2.54	.972
External Communication Consideration	142	2.54	1.121
External Communication Clarity	142	2.54	.987
External Communication Concreteness	142	2.42	1.006
External Communication Conciseness	142	2.39	1.051
External Communication Correctness	142	2.34	1.031
General Aspect of External Communication	142	2.32	.964
Total	142	2.46	1.042

(Source: Researcher own field survey)

According to table 4.7, external communication courtesy scores the highest mean value 2.60 with St. Deviation 1.209 and followed by external communication completeness, external communication consideration and external communication clarity with mean value of 2.54. On other hand, general aspect of external communication scores the least mean value 2.32 with St. Deviation 0.964 and

followed by external communication correctness and external communication conciseness with mean value of 2.34 and 2.39 respectively. And the total mean value of external communication is 2.46 which is less than the middle point 3. That shows ineffectiveness of external communication of the sectors offices.

4.4.4. Analysis of Interview on External Communication

The five interview respondents asked to evaluate the general appearance of the communication conduct between their offices and outside stakeholders and customers. 5(100%) of the respondents mentioned that external communication of their office is ineffective and need many improvements. They also mentioned communication incompetency, inappropriate organizational structure and poor communication channel as a cause of ineffectiveness of the external communication of their offices.

Since, the result of this interview indicates ineffectiveness of external communication of the sectors offices; it supports the results of descriptive analysis of quantitative data collected through questionnaire.

4.5. Descriptive Analysis of Organizational Performance

To measure the current performance of public sectors in Lege Tafo Lege Dadi town administration the researcher used the four perspectives of Balance Score Card measurements. These measurements are Customers satisfaction, Finance, Internal Process and Capacity building. To measure the first perspective, two questions asked the respondents. The majority 64% of the respondents agree that the customers are not satisfied with the service they get from sectors office. And 66.2% of the respondents believe that their office sectors are not providing services for the customers effectively and efficiently.

On another way, the majority 63.3% of the respondents disagree that all budgets in their office used only for what it assigned for. In similar way, the majority 67.2% of the respondents believe that financial resources utilization is not efficient in their offices. Concerning internal process, the majority, 56.3% the respondents agree that there is gap between their office plan and actual outcomes. Also the majority 49% of the respondents agree that offices sectors do not performed all tasks listed in office plan effectively. The last two questions are related to capacity building activities in the sectors offices. Majority 79.7% of the respondents do not accept the claim that the

performance of their office is increasing. And the majority 62.7% the respondents agree that employee's satisfaction not increasing in their sectors offices. Table 4.8 present the detail.

Table 4.8 Frequency and Percentage of Organizational performance.

No	Measurements	S\Agree		Agree		Neutral		Disagree		S\Disagree	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Customer satisfaction	5	3.5	15	10.6	30	21.1	52	36.6	40	28.2
2	Service Effectiveness	1	.7	14	9.9	33	23.2	67	47.2	27	19.0
3	Budget Utilization	5	3.5	24	16.9	23	16.2	56	39.4	34	23.9
4	Budget Efficiency	-	-	17	12.0	31	21.8	57	40.1	37	26.1
5	Actual outcome	3	2.1	15	10.6	44	31.0	54	38.0	26	18.3
6	Plan Effectiveness	6	4.2	19	13.4	47	33.1	55	38.7	15	10.6
7	Performance change	11	7.7	14	9.9	18	12.7	69	48.6	30	21.1
8	Employees Satisfaction	11	7.7	11	7.7	31	21.8	66	46.5	23	16.2

(Source: Researcher own field survey)

According to the above analysis customers are not happy or dissatisfied with the services they getting from the sector office, since, the majorities are on disagree side for both questions of customer satisfaction. That means sectors offices are not serving the customers well. The main duty of public organization is providing service for the people. So falling in customer's satisfaction shows poor performance in public organization. Concerning financial resources utilization, the majorities of the respondents' are on disagree side. Thus indicates that, financial resources utilization has problems in sectors offices. And also the analysis indicates similar result on capacity building questions. So we can conclude that capacity building activities are very poor in the sectors offices. The general accumulative results of organization performance indicated poor performance in sectors offices.

4.5.1. Summary of Organizational Performance Results

Table 4.9 Summary of Organizational Performance Results

No	Measurements	Majority		Strong	Poor
		Agree Side	Disagree Side		
1	Customer Satisfaction Perspective		✓		✓
2	Financial Perspective		✓		✓
3	Internal Process Perspective		✓		✓
4	Capacity Building Perspective		✓		✓

(Source: Researcher own field survey)

As shown on table 4.9, the majorities of the respondents are on disagree side for all measurements of organizational performance. Starting from these results, it may possible to conclude that performance of the sectors offices in Lege Tafo Lege Dadi town is poor.

4.5.2. Analysis of Interview on Organizational Performance

Five interview respondents were asked to evaluate the performance of public sectors in Lege Tafo Lege Dadi town administration. All the respondents (100%) of the respondents evaluated the performance of sectors office of the town as very low. And they mentioned several factors as causes. These factors include; employees' incapability, week work system, unfavorable work environment and poor leadership style.

The interviewees of this research project forwarded several points that they think can improve sectors offices organizational performance. The pointes indicated by most of the interviewees are listed below.

- Capacity building training should give for the employees of sectors offices.
- Work environment should be more attractive and favorable
- Organizational structure of the sectors offices should base on the existing reality.

- Performance evaluation system should be study and revised
- Merit based bureaucratic system should develop.

Since the result of questionnaire analysis indicates poor organizational performance of the sectors offices of the town, the results of interview analysis support this finding very well.

4.6. Pearson Correlation Analysis

To determine the relationship between independent variable internal communication and external communication and dependent variable organizational performance, Pearson correlation was computed.

Table 4.12 Pearson correlation on the relationship between Internal and External communication and organizational Performance

Correlation

		Organizational Performance
Internal communication	Pearson Correlation	.917**
	Sig. (2-tailed)	.000
	N	142
External Communication	Pearson Correlation	.954**
	Sig. (2-tailed)	.000
	N	142

**. Correlation is significant at the 0.01 level (2-tailed).

(Source: Researcher own field survey)

According to table 2.12, Pearson correlation analysis result shows that, there is positive and significant relationship between internal communication and organizational performance, since $r=0.917$, $p<0.01$). And also the results of correlation analysis between external communication and organization performance show that, there is positive and significant relationship between external communication and organizational performance. That means, when the effectiveness of both internal and external communication (organizational communication) increase, also the organizational performance increase.

4.7. Regression Analysis

Regression model was applied to test how far the internal communication and external communication had impact on organizational performance. Coefficient of determination-R² is the measure of proportion of the variance of dependent variable about its mean that is explained by the independent or predictor variables (Hair et.al, 1998). Higher value of R² represents greater explanatory power of the regression equation.

4.4.1. Impact of Internal Communication on Organizational Performance

Table 4.13. Regression model for Internal Communication

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917 ^a	.842	.840	.415

a. Predictors: (Constant), Internal communication
(Source: Researcher own field survey)

The above table shows the R² value of 0.842 this result shows that the independent variable (internal communication) accounted for 84.2 percent of the variance in organizational performance. Thus 84.2 percent of the variation in organizational performance can be explained by internal communication and the other unexplored variables may explain the variation in organizational performance which accounts for 15.8 percent.

Table 4.14. Regression model for Coefficients

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.112	.089		1.260	.210
Internal communication	.855	.031	.917	27.273	.000

a. Dependent Variable: Organizational Performance

(Source: Researcher own field survey)

The above multiple regressions results shows that, the standardized coefficient beta and p value of internal communication is positive and significant, since (beta = 0.855, $p < 0.01$).

4.4.2. Impact of External Communication on Organizational Performance

Table 4.15. Regression model for External Communication

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.911	.910	.312

a. Predictors: (Constant), External communication

(Source: Researcher own field survey)

Table 4.15 shows the R^2 value of 0.911, this value indicates that, the independent Variable (external communication), accounted for 91.1 percent of the variance in organizational performance. Thus 91.1 percent of the variation in organizational performance can be explained by internal communication and the other unexplored variables may explain the variation in organizational performance which accounts for 8.9 percent.

Table 4.16. Regression model for Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.037	.067		.558	.578
	External communication	.939	.025	.954	37.775	.000

a. Dependent Variable: Organizational Performance

(Source: Researcher own field survey)

Table 4.16 indicates that external communication has a positive and significant effect on organization performance with a beta value (beta = 0.939), at 99 percent confidence level ($p < 0.01$).

From the above results the researcher found out the following findings. Both internal and external communication has positive and significant relationship with the organizational performance. Thus, when both internal and external communication (organizational communication) improved, also organization performance will increase. And when organizational communication is ineffective, organization performance will decrease. That means both organizational communication and organizational performance move in the same direction.

In another way, for the change occurs in organizational performance, internal communication account 84.2 percent. Others unexplored variable take account for the rest 15.8 percent. Since, $r^2=0.842$. And also r^2 value of External communication is 0.911. Thus shows for change in organizational performance external communication takes 91.1 accounts. For the rest 8.9 percent the others unexplored variables are responsible.

4.8. Reliability Test

According to Bryman and Bell, cited in Endalakachew Abebe(2013), Reliability test deals with to what extend the measures are consistency. If, Cronbach Alpha value is greater than 0.7, that means it has high reliability. And if Cronbach Alpha value is less than 0.3 that shows there is low reliability.

Table 4.17 Reliability test

Reliability Statistics

Cronbach's Alpha	N of Items
.785	28

(Source: Researcher own field survey)

According to table 4.17, cronbach's value of overall is 0.785, which is greater than 0.7. That means it has high reliability.

4.9. Discussions of the Findings

This study intended to investigate the impacts of organizational communication on organizational performance in public sectors offices' of Lege Tafo Lege Dadi town. The data were collected through questionnaire and interview from the employees of the sectors offices. Overall 142 questionnaire respondents and 5 interview respondents are participated in this research project. Among them, the majorities 66.9 percent are male, 33.9 percent aged between 31-45 years, 73.2 percent are degree holders and 39.4 percent have less than 5years work experience.

Descriptive statistical analysis results of internal communication shows, internal communication courtesy is better than others internal communication dimensions and followed by internal communication consideration and general aspect of internal communication. In another way, internal communication correctness is the worst internal communication dimension among the internal communication dimension and followed by internal communication concreteness. In another way, external communication descriptive statistical analysis results show, external communication courtesy is the better among external communication dimensions and followed by external communication completeness and external communication clarity. And general aspect of external communication is the worst, and followed by external communication correctness.

Correlation analysis result of internal communication and organizational performance shows that, there is positive and significant relationship between internal communication and organizational performance. That means, when internal communication is effective, organizational performance increase. Reversely, when internal communication is ineffective, organizational performance will decrease. This finding is also supported by Ngimba Filberth (2018) and Shonubi and Akintaro (2016). They found that internal communication has positive and significant relationship with organization performance. And also, correlation analysis results of external communication with organizational performance, indicates that, external communication has positive and significant relationship with organizational performance. This finding is similar with that of Aukse Bazenaite (2016). His finding was argued that external communication has positive and significant relationship with organizational performance. And also the finding of Akporiro and Awotutu (2018) support this finding. Their finding is shows that, external communication has positive and significant relationship with organizational performance.

The result of regression analysis shows, the independent variable (internal communication) accounted 84.2 percent of variance in organizational performance ($r^2= 0.842$). That means 84.2 percent of the variation in organizational performance can be explained by internal communication. The rest 15.8 percent explained by others unexplored variables. In another way, for the change occurs in organizational performance, internal communication account 84.2 percent. Others unexplored variable take account for the rest 15.8 percent. Since, $r^2=0.842$. And also r^2 value of External communication is 0.911. Thus shows for change in organizational performance, external communication takes 91.1 accounts. For the rest 8.9 percent the others unexplored variables are responsible. And also reliability test of the overall scores 0.785, which shows study has high reliability.

Analysis of interview data shows that, organizational performance of Laga Tafo Laga Dadi town is very low. And also the effectiveness of both internal and external communication is not satisfactory. As causes, for low performance, several points are mentioned: poor communication infrastructure and unfavorable work environment is among the mentioned reasons. And also the results of interview shows that to improve this situation many things should done in Lege Tafo Lege Dadi town public sectors offices.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The study was conducted to investigate, the impacts that organizational communication has on organizational performance. Among internal communication dimensions, internal communication courtesy was more effective than others dimensions. And also, among external communication dimensions, external communication courtesy was more effective. The correlation results of the study show that, both the two aspects of organizational communication (internal and external) communication have positive and significant relationship with organizational performance.

Analysis of interview results indicates that, organizational performance of Lege Tafo Lege Dadi town public sectors offices found that very low level. And also organizational communication of the sectors office was ineffective. Starting from these findings, the researcher concluded that, both internal and external communications have positive and significant relationship with organizational performance. And both organizational communication and organizational performance of the sectors offices of the town needed improvement.

5.2. Recommendations

This research aimed to find out the impacts that organizational communication has on organization performance in Lege Tafo Lege Dadi public sectors offices and depending on the findings forwarding certain recommendation and suggestions. So, depending on the findings and conclusion of the study, the researcher suggested the following recommendations that help the sector offices to improve both their organizational communication and organizational performance of their organization.

- In any organization, without good internal and external communication, it is impossible to attain organizational goals and objectives, because of that, sectors offices should give special attention for their organizational communication.
- To improve communication skills and knowledge of their employees, sectors office should give long and short time trainings on organizational communication for the employees.
- Leaders of the sectors offices should exercise two way communications and encourage all employees to take part in communication, rather than just imposing their ideas, feelings and thoughts on employees.
- As organizational performance appraisal conduct annually in all sectors office, and also organizational communication auditing should conducted annually in sectors offices, to know to what extend their organizational communication is effective.
- Communication infrastructure such as internet, fax, telephone and others tools that used for communication should facilitate by town administration to improve both organizational communication and organizational performance of the sectors.
- As far as possible, using standard organizational performance appraisal system is very important. To measure the exact organizational performance of the sectors offices, town administration should employed an appropriate performance appraisal system.
- Finally communication expertise and professionals of the sectors office such as PR senior expertise should consult and help others employees how to communicate internal and external with customers and stakeholders to fulfill their responsibility.

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Appendix A

Questionnaire

Respected madam/sir,

This questionnaire aims at analyzing and assessing the impacts of organizational communication on organizational performance in Laga Tafo- Laga Dadi town public sectors. As a part of my project I would like to gather some information from you which will help me in an in depth study of the project. I would be indebted if you co-operate with me in filling the questionnaire. Since the questionnaire is being used for academic purpose, the information gathered will be strictly confidential.

Gurmu Balachew

Please put a tick mark in the appropriate box

Part 1.Demographical Information

1. Sex

Male

☐

Female

☐

2. Age: 18 to30

☐

31 – 45

☐

46–60

☐

61and above

☐

3. Educational level: Primary to 10th complete

☐

Diploma

☐

1stdegree

☐

Masters and above

☐

4. Work Experience: Less than 5yrs

☐

yrs

☐

15yrs

☐

16-20yrs

☐

21-25

☐

Above 25yrs

☐

Part two -Please rank your views using 1-5 on whether you are agreed or not with the following statements.

5=strongly agree

4=agree

3=indifferent

2=disagree

1=strongly disagree

No	Item	Scale				
		strongly agree		strongly disagree		
		1	2	3	4	5
1	Internal Communication					
1.1	In your office always you are getting complete information that enable you to perform your tasks					
1.2	Employees of your office delivery and receive short and brief message from their co-workers					
1.3	In your office message sender do consider the situation of the receivers					
1.4	In your office the information that released at one time only focus on specific issue					
1.5	Information that move up and down in the your office always focus on important point					
1.6	The message that delivered from management of your office respect the dignity of the receivers					
1.7	The message content produced by different bodies and release in several channels is always free from grammatical errors.					
1.8	In general the internal communication of your office effective					

No	Items	Scale				
		strongly agree		strongly disagree		
		1	2	3	4	5
2	External Communication					
2.1	Your office delivers complete message that enable the customers and others stakeholder to have full understanding on the issue					
2.2	The messages that your office delivers for external bodies are short, brief and easily understandable					
2.3	Your office consider the background of the external audience during communicating with people outside the office					
2.4	The information released by your office for external audiences at one time focus only on specific task.					
2.5	The Message that your office delivers for the customers and other stakeholders always focuses on important points.					
2.6	The message contents that delivered to the external bodies by your office always respect the dignity of the audiences.					
2.7	The message content your office craft to delivers to external audience is always free from grammatical errors.					
2.8	In general the communication that your office conducts with external audience is effective.					

No	Items	Scale				
		strongly agree		strongly disagree		
		1	2	3	4	5
3	Organization Performance					
3.1	Currently your office customers are satisfied with service that the office delivering.					
3.2	Your office is delivering service for the customers efficiently and effectively					
3.3	Your office is using the all budget for what it assigned for.					
3.4	Your office is utilizing financial resources efficiently.					
3.5	There is no gab between your office plan and actual outcome					
3.6	Your office performed all task listed in office plan effectively.					
2.7	Your office organizational performance is increasing time to time.					
2.8	The employees satisfaction is increasing in your office					

Af-gaaffii

Kabajaamtoota Odeeffata kenniitoota.

Kayyoon gaaffannoo kan dhiibbaa komunikeeshiiniin waajjira keessa jiru, raawwii waligala waajjiraacha irraatti qabau qacceessuuf kan tolfamee dha. Dangaan qorannoo kan seektralee mootummaa magaalaa Laga Xafoo Laga Daadhii irraattii kan dhiyeeffatu waan ta'eef, odeeffannoon kun kan sassabamu hojjeetoota seektaralee kana irraa ta'a. Odeeffaannoon isiin kennitan kun tajaajila akkadamiif qofaa waan oluuf odeeffannoo kennitan ofiittii amantaa fi qixxaa siirriin akka kennitan kabajaan isiin gaafaa dha.

Gurmuu Balaachoo

1. Odeeffannoo Duub-dubbee Hirmaatoota Qorannicha

1. Saala

Dhiira Dubartii

2. Umuurii: 18 -30 31 – 45 46–60 61 olii

3. Sadarkaa Barnoota: Kutaa 10 kan xumuree\rtee Diiplomaa Digiirii
Masteersii fi isaa olii

4. Muxxannoo Hojjii: Wagga 5 gadii Wagga 6-10 Wagga 11-15
Wagga 16-20 wagga 21-25 Wagga 25olii

Gaaffiiwwan armaan gadii sadarkeessaa 1-5 jiran faayyadamuun waajjira keessan keessattii sadarkaa irraa jiru adda baasa.

5=Baay'ee sirrii 4=Sirrii 3=Giddugaleesa 2=Sirrii mitii 1= Baay'ee sirrii Mitii

Lakk	Gaaffilee	Iskeelii				
		B\sirrii Mitii		B\sirrii		
		1	2	3	4	5
1	Komunikeeshinii Keessoo					
1.1	Waajjira kee keessattii yeroo hunda odeeffannoo guutuu fi hojii kee hojjechuuf sii fayyadu qixxa sirrii ta'een argaacha jirata.					
1.2	Hojjeetootni waajjira keettii Ergaa (message) gabaabaa fi ifaa ta'ee waliif dabarsuu, walii harkaa fudhaatu					
1.3	Waajjira kee keessattii namootni odeeffannoo kennan akkata namootni odeeffannoo sana fudhatan hubaachu danda'aniin odeeffano dabarsuu					
1.4	Waajjira kee keessaattii odeeffannon yeroo tokko gadii dhiifamu dhimmaa tokkoo (specific issue) qofaa irrattii xiyyeeffata					
1.5	Odeeffanoon waajjira kee keessa olii fi gadii deemu yeroo hunda dhimma ijoo qofaa irrattii xiyyeeffata					
1.6	Odeeffanoon manajiimantii waajjira irraa tamsa'uu, yeroo hundaa kabaajaa dhageeffatoota odeeffanichaa kan egee dha.					
1.7	Ergan qaamoota adda adda waajjirichan tamsa'uu dogoogora qubee fi Seer-luugaa irraa biliisa dha.					
1.8	Waliigaltii komunikeeshiiniin keessoo waajjira keettii dhibbaa gaarii ummuu danda'eera					

Lakk	Gaaffiilee	Iskeelii				
		B\sirrii Mitii		B\sirrii		
		1	2	3	4	5
2	Komunikeeshinii Alaa					
2.1	Odeeffannoo waajjirii kee, qaamolee alaa kan akka mammiltootaaf qooda fudhaatoota biroof dabarsuu odeeffanno guutuu fi dhimma sana irraattii hubanno kennu kan danda'uu dha.					
2.2	Odeeffanno ykn Ergaan waajjiirrii kee qaamolee alaaf dabarsuu gabaaba, ifaa fi haala salphaan kan hubatamu dha.					
2.3	Waajjirii kee yeroo qaamolee alaa waliin kominikeetti godhu, duub-dubbee namoota sana xiyyeefaanno keessa ni galcha.					
2.4	Odeeffannoo waajjirii kee mammiltoota fi qooda fudhatoota alaaf yeroo tokkootii gadii dhiisu, dhimma tokko qofaa irraattii xiyyeeffata					
2.5	Odeeffannoo waajjirii kee mammiltoota fi qooda fudhatoota alaaf kennu dhimmoota ijoo qofaa irraatti xiyyeeffata					
2.6	Ergaan waajjira keettiin qaamolee alaaf darbuu kabaajaa caaqastoota ergiicha kan egee dha.					
2.7	Ergaa fi odeeffannoo waajjirichii qaamolee alaattii tamsaasuu, dogoogora qubee fi seer-luugaa irraa biliisa dha.					
2.8	Waliigaltii komunikeeshiiniin waajjirii kee qaamolee alaa waliin tasiisu dhibbaa gaarii ummee jira					

Lakk	Gaaffiilee	Iskeelii				
		B'sirrii Mitii			B'sirrii	
		1	2	3	4	5
3	Raawwii Waajjira					
3.1	Yeroo ammatii mammiltootni waajjirra keettii tajaajila waajjirriichii kennuttii qufaannii jiru					
3.2	Sadarkaan kenna tajaajilaa mammilla waajjirra keettii haala gaarii irraa jira.					
3.3	Waajjira kee keessattii baajatni qabamu hundii waanta karoofameef qofaaf ola					
3.4	Waajjirii kee qabeenya jiruu hundaa haala bu'aa qabeessa ta'een fayyadama					
3.5	Karoora fi raawwiin waajjira keettii gargarumma hin qabu					
3.6	Waajjirii kee hojjiwwan karoofatee hunda harcaattii malee ni rawwata					
2.7	Dandeettiin rawwachisummaa waajjira keettii yeroodha yerootti dabaala deema jira.					
2.8	Ittii qufiinsii hojeettota waajjirra keettii yeroodha yeroottii dabalaa jira.					

Interview Guide: Four managers of the Sectors

1. How do you evaluate the general organizational performance of your sector office and entry sectors of the town administration?
2. To what extent organizational communication (both internal and external Communication) of your sector office and the entry town administration impacts the organizational performance of the sectors?
3. What should be done to improve both organizational performance and organizational communication in all sectors of the town?

Thank you for your help in answering these questions

Appendix B

Correlation Analysis Result

Correlations

		Internal communication	External communication	Organizational Performance
Internal communication	Pearson Correlation	1	.946**	.917**
	Sig. (2-tailed)		.000	.000
	N	142	142	142
External communication	Pearson Correlation	.946**	1	.954**
	Sig. (2-tailed)	.000		.000
	N	142	142	142
Organizational Performance	Pearson Correlation	.917**	.954**	1
	Sig. (2-tailed)	.000	.000	
	N	142	142	142

** . Correlation is significant at the 0.01 level (2-tailed).