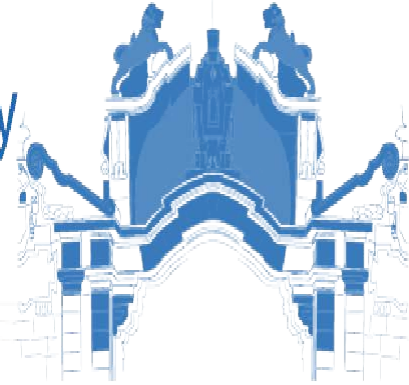




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**ADDIS ABABA UNIVERSITY**

**SCHOOL OF JOURNALISM AND COMMUNICATION**

**INVESTIGATION INTO ORGANIZATIONAL CULTURE AND  
ORGANIZATIONAL COMMUNICATION AT ITALIAN CULTURAL  
INSTITUTE IN ADDIS ABABA: FOCUS ON PROMOTING ITALIAN  
CULTURE AND LANGUAGE**

**BY**

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**A THESIS SUBMITTED TO THE SCHOOL OF JOURNALISM AND  
COMMUNICATION IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN  
JOURNALISM AND COMMUNICATION**

**MAY, 2023**

**ADDIS ABABA, ETHIOPIA**

# DECLARATIONS

I, Senayt Alemayehu, hereby declare that this thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of degree in any other university/institution.

Submitted by:

Full Name Senayt Alemayehu Signature-----Date-----

Approved by:

This Thesis has been submitted for examination with my approval.

Name of Advisor .....Signature .....Date .....

# APPROVAL

The undersigned certify that they have read and hereby recommend to AAU school of Communication and journalism department of public relation and strategic communication to accept the Thesis submitted by Senayt Alemayehu entitled with the Investigation into organizational culture and organizational communication at the Italian cultural institute in Addis Ababa: focus on promoting Italian culture and language in partial fulfillment of the requirements for the award of a Master of Arts Degree in communication and Journalism.

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# Acronyms

**AAU** ..... Addis Ababa University

**ERCA** ..... Ethiopian Revenue and Customs Authority

**OC** ..... Organizational culture

**SD** ..... Standard deviation

**SPSS** ..... Statistical social science software

## **Abstract**

*The aim of the study is to investigate the organizational culture and communication of the Italian cultural institute. The study employed a descriptive research design and a mix of both quantitative and qualitative research was employed to investigate the communication and culture of Italian culture to promote the culture and language of the Italian Cultural Institute. Forty seven employees of the Italian Cultural Institute were selected as samples and questionnaires were distributed and interviews were performed within the five employees of Italian cultural institute. Observation was one instruments for the data collection in which concerts prepared by the institute were observed and analyzed accordingly. The study resulted indicated that there is a gap in the communication at Italian Cultural institution and in cultural dimensions and culture of in the engagement of the institute, Adaptability of the institution, consistency in the institution, and mission. The institution does not seem to mind the associated costs and time commitment involved since they get a good picture and understanding of their own organizational cultures, their strengths, limitations, and specific pathways to improve organizational alignment and performance. Although the institute prepared different concerts and programs, there is a limitation of viewing the institutes cultural and communication characteristics to integrate with the community characteristics and need. Organizational cultures and communication need to have some compatibility with the demands of their environment. As indicated on both average and individual organizational profiles the discrepancy between “Now” and “Preferred” tell which area needs change. It is recommended that the institute have to see the environment outside of the institute and works accordingly.*

**Keywords:** *Communication quality, engagement, adaptability, culture, communication*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the study

The Italian Institute of Culture in Addis Ababa is an official body of the Italian government, has as its aim the promotion of Italian language and culture in Ethiopia through the organization of cultural events fostering the diffusion of ideas in the arts and sciences.

Founded in the year 1960, the Italian Cultural Institute of Addis Ababa is operating in its new premises since 1974. Like the other 90 Italian Cultural Institutes spread all over the world, this is an Institution, depending from the Italian Ministry of Foreign Affairs, through which the Italian Government spreads the Italian language and culture in the world.

Among its activities it organizes cultural events trying from time to time to elaborate a program as wide as possible in order to meet primarily the requirements of the Ethiopian citizens as well as that of the Italian and International community's residing in Ethiopia. The Institute collaborates with the local art and museum institutes, and European Union cultural organizations such as the British Council, the Goethe Institute and the Alliance Française.

Organizations are formed by individuals. Organizations are reliant on individuals. Furthermore, individuals collaborate towards a shared objective, regardless of whether they are staff members, part-time workers, volunteers, or clients of the group. All societies require organizations, People with comparable necessities and beliefs come together to accomplish objectives that would be unattainable alone (Eisenberg and Goodall, 2001).

A group of individuals collaborating towards a shared objective is what constitutes an organization. The materialization of an organization is contingent upon the effective amalgamation of both internal and external communication, as stated by Deetz (1992) and Weick (1979). A corporation is an efficient arrangement of organizational associates who are impacted by external interest holders and interact within and among organizational frameworks regarding aims and approaches to accomplish all desired outcomes. Interaction has been a component of human conduct since the origin of existence (Eisenberg and Goodall, 2001)

Organizations cannot survive without communication. Communication within an organization is purposeful as individuals engage with the organization with specific goals in mind. Communication is the foundation of social interaction, the bond that unites individuals. Communication and social interactions share a similar fate. The prosperity or downfall of social connections, communal existence, collaborative efforts, and corporate supremacy heavily relies on the success or failure of communication among the involved individuals. Ineffectual communication is the primary reason behind most corporate predicaments, while proficient communication is the ultimate remedy. Thus, communication is the core element of organizational triumph (Kilbride, 2010)

The past of human society is the civilization of an organization. Nonetheless, without communication, the act of organization is scarcely productive. After a corporation is established, its durability and development are accomplished through organizational communication (Eisenberg, 2010)

The concentration of organizational communication is on the establishment of mutual cooperation and the achievement of organizational structure (Little John & Foss, 2011). Actually, each and every one of us is a member of one or multiple groups, whether it is by design or by chance (Pearson et al, 2011).

The genesis of organizational culture can be traced back to its origins in two distinct fields, namely anthropology and sociology (Cameron and Quinn, 2006). Cameron and Ettington (1988) examine numerous published interpretations of organizational culture, and frequently describe culture as the persistent collection of principles, convictions, and presumptions that typify a corporation and its constituents. In contrast, according to Schein (2004), organizational culture refers to the regularities of shared beliefs acquired by collectives in resolving both external and internal coordination challenges. Organizational culture pertains to a framework of collective significance upheld by associates that differentiate the organization from other entities, and the cluster of essential principles, presumptions, convictions, comprehensions, and conventions that associates of an organization partake (Robbins and Judge 2007). The foremost instrument for organizational triumph is the organizational culture. The work milieu can be influenced in a constructive or adverse manner by the culture. A strong organizational culture can create motivation, responsibility, and loyalty in employee organizations (Goldstone, 2007).

A corporation resembles an individual with its unique disposition, and corporate culture represents the disposition of the corporation. Each corporation possesses a collection of principles, just as every person has a collection of principles (Drafke, 2008). The corporate culture is a constantly evolving occurrence that envelops a certain period and is consistently shaped and affected by our engagements (Schein, 2004). Conversely, entities have a tendency to cultivate a prevailing corporate culture of timing while they adjust and react to obstacles.

Acquiring and transferring pertinent information, comprehending it, and efficiently distributing it to the relevant stakeholders or individuals who require it, is what communication entails. The significance of communication is evident for all those who are engaged. Effective communication is the binding force that unites a business towards a shared objective. The skill to express ideas and opinions facilitates individuals in establishing and sustaining interpersonal communication. The excellence of connections is determined by the standard of communication shared between the involved parties. Sharing concepts, data, and messages with others in a specific context and moment is referred to as communication. Communication is an essential aspect of one's personal life and is also crucial in corporate, academic, and any other scenarios where individuals interact (Mallett-Hamer, 2005). The crucial factor for achieving success within the company is the proficiency in communicating with stakeholders, and establishing a mutual understanding of the organization's objectives and desired direction. This also entails a mutual agreement on the obligations that need to be fulfilled by individuals to facilitate the organization's progress towards a common goal, while maintaining a clear vision of the objectives. By creating a collective purpose, vision, principles, and objectives, managers can enhance the efficiency of the organization. The establishment of a bond between managers and stakeholders necessitates proficient correspondence (Lunenburg, 2010).

## **1.2. Statement of the problem**

Communication is the adhesive that unites all nations. Every institution, educational facility, business entity, artistic community, and so forth, represents diverse organizations. There are numerous causes behind the failure of an organization. The most commonly mentioned cause is the disregard for the organizational culture and communication. The absence of interaction among the staff members impacts the organizational culture.

According to Joann Keyton (2016), the act of communication within an organization is a multifaceted and continuous procedure through which the members of the organization generate, sustain and modify the organization. The communication that takes place both within and between organizations is a key factor in empowering or demotivating individuals as they work towards achieving their personal goals and objectives. The culture of the organization is shaped by the ongoing and frequent communication that occurs among its members, which is a defining characteristic of the organization.

The objective of the Italian Cultural Institute is to foster knowledge about Italian culture and language. In this context, efficient communication among shareholders and investors, customers, employees and members is vital for accomplishing organizational triumph. (Cornelissen, 2004). If there is lack of communication in an organization how they can able to communicate with outsiders to reach their goal and vision in an organization. As per Halvor Nordby, it is extensively acknowledged that effective communication is crucial for the smooth functioning of an organization. When the interaction within a corporation is inadequate, it becomes challenging to discover appropriate resolutions to organizational obstacles. When communication is effective, the probability of achieving efficient organizational performance increases, regardless of how the organization's objectives and targets are articulated.

According to Joann Keyton(2016), communication in an organization is a complex and ongoing process by which members of the organization create, maintain and change the organization. Individuals in an organization are empowered or negatively motivated by communication within and between the organization as they strive to achieve personal goals or actions. Just as the organization is known for the interaction of its members, the culture of the organization arises from the constant and constant communication among its members.

Multiple studies have consistently demonstrated that the key to thriving businesses is proficient interaction and culture with both clients and staff. Efficient employee communication is intimately connected to work productivity. Exceptional performers distinguish themselves from under performers by empowering workers to comprehend how their conduct impacts their clients. Supervisors at the forefront of management involve their employees by emphasizing the significance of the daily interactions between them. They additionally strategize and oversee transformation through effective communication with their staff. Flourishing organizations

acknowledge and consistently evaluate the influence of communication on crucial business aspects, including retaining top talents, enhancing employee output, boosting employee involvement, and expanding market reach (Trahan, 2008).

Some research works conducted on organizational culture and communication were deliberated as follows:

Quinn and Spreitzer (2001) previously recognized four categories of organizational culture: clan, growth, traditional, and logical culture. The culture of an organization pertains to the customs, principles, and convictions that are collectively embraced by its employees. From a cognitive standpoint, the organizational culture is generally characterized as the communal principles, convictions, ideologies, and customs that are upheld by members of the organization. The culture of an organization pertains to the customs, principles, and convictions that are collectively embraced by its employees. From a cognitive standpoint, the organizational culture is generally characterized as the communal principles, convictions, ideologies, and customs that are upheld by members of the organization and impact their behavior c (Schein, 1992).

Mousavi, Hosseini, and Hassanpour (2015) discovered that involvement is a crucial aspect in the efficiency of organizational culture. Clear and open communication, leadership that prioritizes individuals, and fostering robust connections among team members are key components of effective organizational management (Engelen et al., 2014).

In an effective leadership approach, corporate executives promote employee accountability and foster team members' involvement in significant initiatives (O'Reilly et al., 2014). As per Denison (1990), when workers engage in the process of making decisions for the organization, they cultivate a feeling of ownership, confidence, and allegiance towards the said organization. Institutional culture encompasses originality and liability. Within an organization, employees are stimulated by significant aspects such as individual obligation, reliance, and allegiance, as stated by Kotrba et al. (2007).

A study conducted by Matthew Hendrith (2018) regarding the consequences of culture and communication on commerce. The results indicate that the organizational culture affects the manner in which businesses communicate and conduct their operations.

A handful of indigenous research was utilized in the communication and culture. The most noteworthy one was the investigation carried out by Rahma Abdulkadir (2016) at Addis Ababa University. The primary aim of this inquiry was to examine four characteristics of corporate culture, involvement, consistency, adaptability and mission. Furthermore, the study aims to analyze the impact of these factors on the efficiency of ERCA, an organization responsible for collecting and managing revenue and customs duties in Ethiopia. The findings of the investigation demonstrate the prophetic significance of the four characteristics in relation ERCA's operational efficiency, particularly in regards to the contentment of staff members and the dedication of the organization.

The majority of research carried out on corporate culture has been focused on public sectors and academic establishments. Cultural establishments are distinct from academic and governmental organizations since each sector or institution has their own objectives, purposes, and perspectives. The primary objectives of the majority of cultural institutes are to advance their culture and language globally.

Based on a preliminary study (from key informants), there is poor communication among employees of the Italian cultural institution, in Addis Ababa, Ethiopia. There is lack of common understanding about the communication and culture concept. Thus, this study was assessed and investigates the communication and culture of the Italian cultural institute in Addis Ababa.

### **1.3. Objective of the study**

#### **General Objective**

The general objective of the study was to investigate organizational culture and communication at the Italian cultural institute in Addis Ababa in promoting Italian culture and language.

#### **Specific Objectives**

The following are lists of specific objectives guiding the study:

1. To explore the organizational culture at the Italian Cultural Institute
2. To explain the relationship between employees
3. To explore the activities or events used to promote Italian culture and Language
4. To analyze the media strategies used to promote the Italian culture and language

#### **1.4. Research questions**

The Study would answer the following research questions:

1. How is organizational culture at Italian Cultural Institute?
2. How is the relationship between employees?
3. What are the activities or events used for cultural implementation?
4. What kind of media strategy they use to promote their culture?

#### **1.5. Significance of the study**

The findings of this study would provide more knowledge for researchers and academicians who may be interested in studying the organization culture and organization language support for promotion of culture and languages.

The findings of the study can also enable the employees of the Italian cultural institute at Addis Ababa to appreciate their role towards the organization culture and communication.

It will help Italian cultural institutes view their organizational culture and communication. The study will help the organization to discover both the advantages and the disadvantages if any of carrying out proper organization culture and communication.

It helps the corporate communications division to prepare organizational communication framework so that information can flow horizontally, downwards and upwards by identifying and minimizing communication barriers.

The study can also serve as a reference for additional studies within cultural institute and other Organization's that primarily focus on advantages of competent organizational communication for the success and progress of any organization.

#### **1.6. Scope of the study**

The study is delimited conceptually, methodologically, and geographically. The study is delimited to conceptually on the Investigation of organization culture and organization communication in Italian cultural institute to promote Italian culture and knowledge.

Methodologically it is sample survey and from the sample conclusion made for the whole population and geographically the study is delimited to Addis Ababa Italian cultural institution.

### 1.7. Conceptual Definitions

**Culture:** - is a collection of beliefs, key values, assumptions, understanding and norms of people within the location.

**Organizational communication:** can be defined as the ways in which groups of people both maintain structure and order through their symbolic interactions and allow individual actors the freedom to accomplish their goals (Pearson et al ,2011).

**Internal communication:** is the process of sharing information among members of an organization.

**Effective communication:** Entails that the sender of the message and the receiver of the message have grasped equal meaning of the message being shared between them.

**Organization Culture:** - common meaning used by members which differs from other group of members.

### 1.8. Organizations of the Thesis

The research is structured into five sections. The initial section commences with an introduction, trailed by the background of the research, statement of the problem, fundamental exploration questions and the aims of the research, significance of the research and scope of the research, and explanations of fundamental concepts. The second section focuses on the review of related literature, theoretical frameworks, and empirical studies that deemed beneficial in achieving the research goals. The third section centers on techniques used for the research, design and approach, the target population of the research, magnitude of the sample, methods of sampling, origin of information, and tools for gathering data, the process of gathering information and the techniques used to examine the data. The fourth section presents findings and discussion of the study. The final section comprises a synopsis of the discoveries, conclusions and suggestions.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### 2.1. Concept and Definition

##### 2.1.1. Language and Culture

Language is how we communicate through nonverbal and verbal codes. Language can have many meanings and be misunderstood due to cultural differences (Tuleja, 2009). This is because one person may have a different meaning for a word or phrase than another. Successful businesses must understand a language. English is considered the language of international trade. However; information may still be misinterpreted due to differences in the English language. Context can also affect the way data is interpreted, causing problems. (Tuleja, 2009)

“Language holds us together as groups, differentiates us into groups, and controls the way we shape concepts, how we think, how we perceive, and how we judge others” (Chaney & Martin, 2007). Language helps define culture. Understanding a culture’s language helps to put the culture in perspective. This will help business partners to understand the company and people within the company they are dealing with.

Martin (2002) defines organizational culture as “patterns of interpretation composed of the meanings associated with various cultural manifestations, such as stories, rituals, formal and informal practices, jargon, and physical arrangements.

##### 2.1.2. Effective Communication

Effective communication is a complex and dynamic process and, like other management practices, has not been universally accepted. For our purposes, we define effective communication as the process by which one person or group makes the same point about another person or group. Meaning is shared or shared by individuals and groups. In fact, the word communication is derived from the Latin root "communicare" meaning "to do more". Many authors also define communication differently. But their contents are somewhat related. Some of the following; Communication is t

he process of sharing ideas, information and words with others, including all verbal and written exchanges of ideas and information, directly or between persons not directly in the organization ( Hamilton et al., 1982, p. 2).

Communication is the process by which information is communicated and understood between two or more people. We speak of the word "understand" because communicating the sender's intention is the key to effective communication (Mc Shane & Von Glinow, 2005, p.324). Most writers agree with the first point because communication is best when it does more than convey meaning. It should be understood that it has the same meaning among people and applies to planned activities (Robbins, 2003, p. 284).

### **2.1.3. Organization and its success**

Organizations are created by people. Organizations cannot exist without people. Communication has been a part of humanity since ancient times (Eisenberg and Goodall 2001).

Organizational success is defined as the degree to which the organization achieves its goals (referring to the elements of organizational success, management processes, knowledge management and cluster set is based on(Denison, Haaland, & Goelzer, 2004).

The basic working theory that makes the organization effective is efficient management (waste removal and recycling), thus increasing productivity. Teamwork, employee motivation and satisfaction, human development and action group work are among the most important processes of success in a family culture. The theory of work that gave birth to such a culture is the work of employees and the collaboration that fosters motivation and commitment. A commitment to employee satisfaction leads to positive results.

### **2.1.4. Organization and Culture**

An organization's culture is the underlying pattern of shared ideas, values, and beliefs that are accepted as the right way to think about and respond to the problems and opportunities facing the organization. It defines what is important and what is not in the company (Mcshane 2000).

Martin (2002) defines organizational culture as “patterns of interpretation composed of the meanings associated with various cultural manifestations, such as stories, rituals, formal and informal practices, jargon, and physical arrangements.

Strong organizations are made up of people of different races and ethnicities. It is the leadership of these employees that makes the organization different. "Organizational culture is a longterm belief and value in an organization" (Tsai, 2011). These influences affect how people behave and interact in the workplace. Diversity in organizations helps set them apart and brings important ideas for promoting quality and success in the workplace.

Turning now to organizational culture, Schein (2004) argues that organizational culture provides organizational members with a sense of identity and belonging, and also shows how to solve problems in the organization. To complete the comparison with individuals, Schein views organizational culture as a set of latent features that determine organizational behavior. According to Schein (2004), the most interesting ability of the manager is to control the culture, understand it, work with it and transform the organizational culture into ownership. The enterprise key value represents the VE of the enterprise and is the kernel that controls the entire installation process (Schein 2004).

According to, Fey and Denison (2003) hold that culture is a complex phenomenon covering belief, basic assumption, and aspects form external structure and visible business practices. Some cultural experts still question if organizational culture is "measurable", by being comparable. The fit of organizational culture allows for enhancing business effectivity (Denison & Spreitzer, 1991;

According to, Denison & Mishra, 1995; Fey & Denison, 2003; Denison et al., 2004), It is predicted to have a positive effect on capability for external adaptation and internal harmony that makes corporation effectivity possible. The relationship is supported by several organizational culture scholars such as Rashid et al. (2003), LeeKim and Yu (2004), Xenikou and Simosi (2006) who consider that corporation culture is related to business performance. Gregory et al. (2008) also argue that a strong organizational culture would drive for business effectivity and employees' positive attitudes.

In the context of an organization, the concept of culture holds significance for both the society and the organization. Culture serves as a tool for organizations to reinforce their business mission, articulate the principles that the founders aim to inculcate within the organization, and impact the decision-making process and business tactics (Taneja, 2015). The presence of

corporate culture could impact the human resources management policies and procedures, resulting in employee loyalty and enhanced business competitiveness.

#### **2.1.5. Characteristics and importance of Organizational Culture**

The culture of an organization is the belief that is created and maintained by its members. Through communication, the leadership of the organization has five important aspects: it is inextricably linked to the members of the organization; dynamic, not static; created by competing views and values; thoughts; and communication in the background and in the background.

According to Ojo (2014), some authors have argued that corporate culture is beneficial for companies because it serves three important functions: First, leadership Work culture is a social management system that affects employees' decisions and behaviors. Second, company culture is the social glue that binds people together and makes them feel like they are part of the company experience. This social glue has become essential to attract new employees and maintain high performance. Finally, corporate culture supports the meaning, finding process. In other words, it helps employees understand what is going on in the organization, and as a result, employees share a conceptual model of reality so that they can communicate more effectively, communicate better, and collaborate at a higher level (McShane & Glinow, 2005).

Organizational leadership is the foundation of organizational culture. Leadership, in this context, refers to the quality of individuals, often founders, who have a significant impact on the creation of the organization's early culture (Schein, 1985). It has important implications for leadership in the early stages of organizational development (Schein, 1985). (Sib., 1985). In job creation, founders tend to impose their beliefs and ideas about the world, the organization, and the human body on other stakeholders," notes Brown (1998) this means that the organizational culture was created by the founders of the organization.

The significant role of culture is reflected of many works examining cultural aspects and valuable organization outcomes. Hunt et al. (1989) suggests strong positive association between corporate ethical values as a major dimension of corporate culture (Schein, 1985) and organizational commitment in marketing. Organization needs concern to instill and maintain a high level of loyalty in their employees may have to be more than just task directors of their organizations.

The role of organizational culture on business success is clarified by Calori and Sarnin (1991), Linnenluecke and Griffiths (2009), Sadri and Lees (2001), Klein (2011), Flamholtz and Yvonne (2012), Jofreh and Masoumi (2013), Vitel et al. (2009). Organizational culture plays an important role in the success of business unit, and there has been ample evidence of positive correlation between organizational performance and organizational culture. Most Japanese corporations obtain success through organizational culture development and subsequent employees' commitment (Jofreh & Masoumi, 2013).

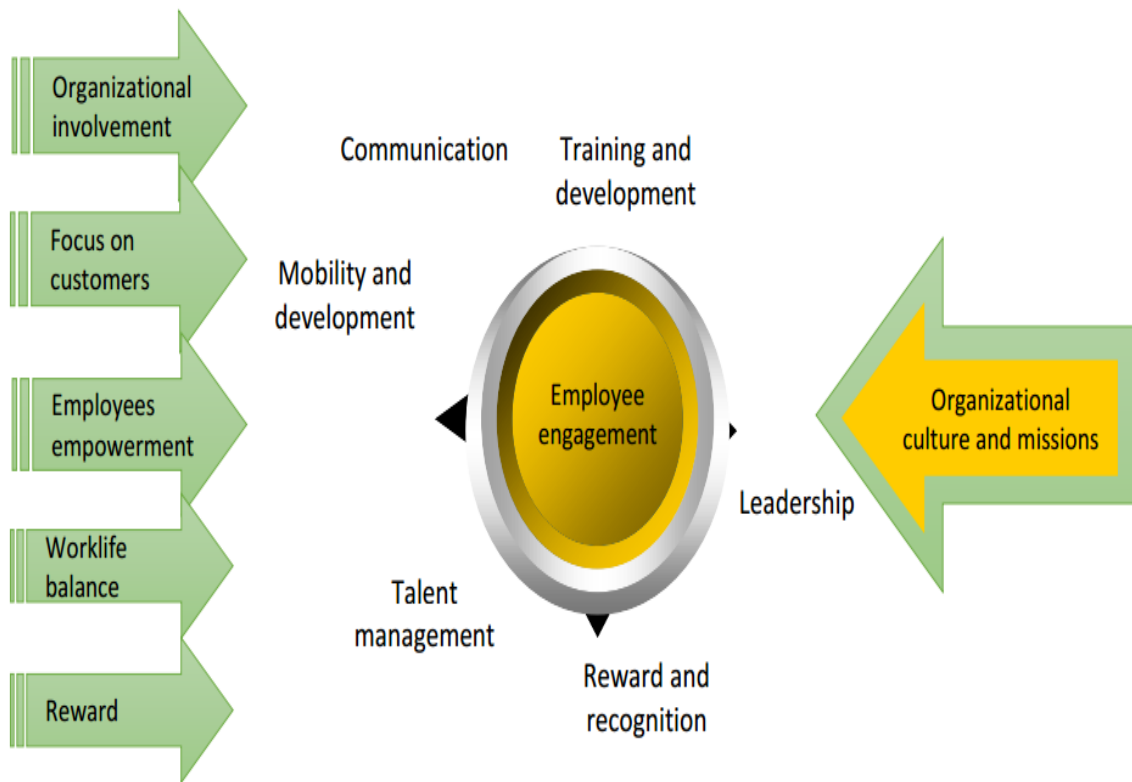


Figure 1: The role of culture in organization  
 Source: Ernst & Young (2012)

### **2.1.6. The concept of Organization and communication**

Regardless of organizational structure, organizational members are distributed across time and place in different units, shifts or locations based on divisions of work, tasks or hierarchies. Although most team members regularly communicate with others in their organization, an organization cannot survive without employees communicating across the department.

An organization is a wellfunctioning group of organization members who communicate a common understanding within and across the organization and are influenced by external stakeholders to achieve the best goals. According to this definition, an organization is not defined by its size, purpose or structure. Rather, an organization is defined by the linguistic material that interacts with its internal and external communications (Deetz, 1992; Weick, 1979).

Communication refers to symbols, messages, networks and interactions directed toward attaining organizational objectives. Communicational is flow within the Organization (Cheney, et al. 2011). When we refer to an organization, we speak about a network of communication flows and interactions that significantly influence the organization. Organizational communication is social activities of collectivities through which people develop interaction models to coordinate activities and efforts in order to reach individual and group objectives (Kreps 1986).

Organizational communication implies the presence of five main elements: the existence of a social collectivity, individual and organizational objectives, a coordinated activity, an organizational structure and the interaction with other organizations (Miller 2012).

Organizational communication is the sending and receiving of messages between people within an environment or organization that have shared goals (Heathfield, 2017). These messages include face-to-face communication, written, and mediated channels of communication. Organizational communication helps those within the organization accomplish the mission and tasks the organization has set out (Heathfield 2017).

Each culture's communication styles vary. The difference in communication varies in both verbal and non-verbal styles. Organizations have to learn other cultures to be successful and to put their cultural differences aside in order to conduct international business. Intercultural communication skills are needed to communicate with those from another culture. It is important because it allows businesses to thrive in a global world. Communication barriers often occur when the way one person acts differ from that of someone else. Therefore, when conducting

international business, businesses must learn and understand the culture differences that lie ahead (Matthew 2018).

Bilateral exchange of information between the management and staff can enhance the decision-making process and work efficiency by enabling employees to make decisions at the lowest levels possible. The involvement might aid in elevating the degrees of employee contentment and enhancing the standard of work environment. Even though managers may design communication systems that are two-way and symmetrical, these systems will not be entirely successful without alterations to the culture and structure, according to Grunig's (1992) .

### **2.1.7. Communicational Networks and types in the Organization**

There are several barriers to intercultural communication. These problems cause issues to arise when trying to conduct business with people from a different culture. Organizations face problems with leadership, supervisor/subordinate problems, interpersonal issues, technology differences, and language barriers. Understanding these problems that organizations face across cultures can help create solutions to these problems.

There are different issues in communication. Those are discussed as follows:

#### **Interpersonal communication:-**

is one of the most important life skills an entrepreneur can have. Personal communication has seven parts: communication, language, tone, feedback, context, and channel. These work together to send a message from one person to another (Hussang, 2017). Knowing your audience helps marketers find the right communication to start a conversation.

#### **Informal communication:-**

is the exchange of information that takes place in all directions (Surbhi, 2018). It is also called "vine communication". Rumors spread quickly and information can be shared very well. However, informal communication can be considered negative because this is how employees communicate, gossip and gossip. Employees can discuss their thoughts and feelings about the information brought to their attention (Surbhi 2018).

**Upward communication:** - This is a person from the bottom up in the official hierarchy. Officers communicate with managers about a variety of concerns and issues, including communicating managers about business, supplies, equipment and performance issues, business,

problem reports, and employee complaints. The main weakness of this communication is filtering. This notification can be made orally or in writing.

**Downward Communication:** Information flows from higher levels of the process hierarchy to lower levels. It is the most important thing that gives ideas, advice and decisions, supports ideas and communicates information. This process takes time, but the biggest problem is damage or inconsistent information going through the chain of command. Often, instructions are misunderstood, employees do not follow instructions, and information is misinterpreted. Therefore, it is very important to create backlinks to ensure that correct and complete information is submitted.

External communication: We call this communication method interpersonal and interlevel communication. If employees don't know their boss well, they often call their colleagues for information. This can be done within a department or between different workgroups. Employees often talk about their responsibilities and requests for help.

**Oral:** Talking is the most important communication act. Formal speech and informal speech are some forms of oral communication. People in the office like to relate to each other and have informal conversations. Verbal communication is mostly telephone, video and face-to-face. Verbal communication has many advantages over other forms of communication, especially rapid exchange of information and quick response.

But the downside is that the original message can be skewed. Oral communication is important in organizations: meetings, presentations, conferences, meetings.

### **2.1.8. Significance of Organizational Communication**

Organizational communication refers to social groups in which individuals and groups form social cooperation models to coordinate their efforts and activities to achieve common goals. The external environment includes suppliers, competitors, customers, and other stakeholders that may affect the organization but exist outside it. The internal environment consists of departments and customers that are part of the organization (Wrench & Carter, 2012).

The communication within an organization provides guidance to both the organization itself and its members. It addresses every inquiry, resolves uncertainty, offers direction, and inspires all to attain organizational objectives. Establish professional connections, minimize discord and foster cooperation. It assists enterprises in implementing rules, directives, and standards while upholding order. Additionally, guidance operates via effective communication. Effective

communication enables leaders to connect with their followers and inspire them to attain the vision, mission, and objectives of the organization.

Communication helps leaders reach their followers and motivate them to achieve the organization's vision, mission and goals.

The outcomes desired by the organization's vision and mission cannot be achieved without effective communication of the same within the organization. Encouraging and inspiring dialogue empowers the members of an organization to embody, rather than simply adhere to, its core values and mission. Communication instruments like bulletins, memos, gatherings, and notifications have a crucial function in transmitting information with precision and clearly. Furthermore, gaining entry to details regarding the establishment, its objectives, and achievements empowers staff to adhere to the organization's protocols and methodologies, resulting in enhanced connections and productivity. (Jyotiranjana, Vijay N ve Damodar, 2017)

### **2.1.9. Inter-relationship of Organization culture and communication**

The way we speak can influence culture in society, relationships and organisation. Cultural identities constitute communication. The two therefore go hand in hand (Matthews 2018). Culture has a great influence on communication. It is influenced not only by the language the person speaks, but also by the way people communicate in general. Culture is defined as "the cultural beliefs, social patterns and materials belonging to a nation, religion or society; the process of sharing, values, goals and practices that make up an organization or organization" according to Merriam Webster (2018). This means that culture affects many different aspects of our lives. Culture also affects interpersonal relationships. Personal communication is direct communication between two or more people. This exchange of information can take many forms and is influenced by culture.

## **2.2. Theoretical Literature review**

### **2.2.1. Denison's Framework of Organizational Culture**

In Denison's model, organizations are compared according to the importance of "values and their practices" (Denison 1990).

These results are thought to be easier than theory and more reliable than material (Denison, 2000). Denison's organizational culture model is based on the cooperation of four types of cultures. The literature shows that relationships, variables and roles affect organizational performance (Deni

son, 1990; Dennison & Mishra, 1995). Demonstrating that, there are different subcultures in organizations weakened theories of collective action.

Denison's organizational culture model is based on the cooperation of four types of cultures. The literature shows that relationships, variables and roles affect organizational performance (Denison, 1990; Dennison & Mishra, 1995). Demonstrating that, there are different subcultures in organizations weakened theories of collective action. According to Schein, leadership is the result of group learning and is often unconscious (Schein 1992). Shine sees culture as a three-layered phenomenon.

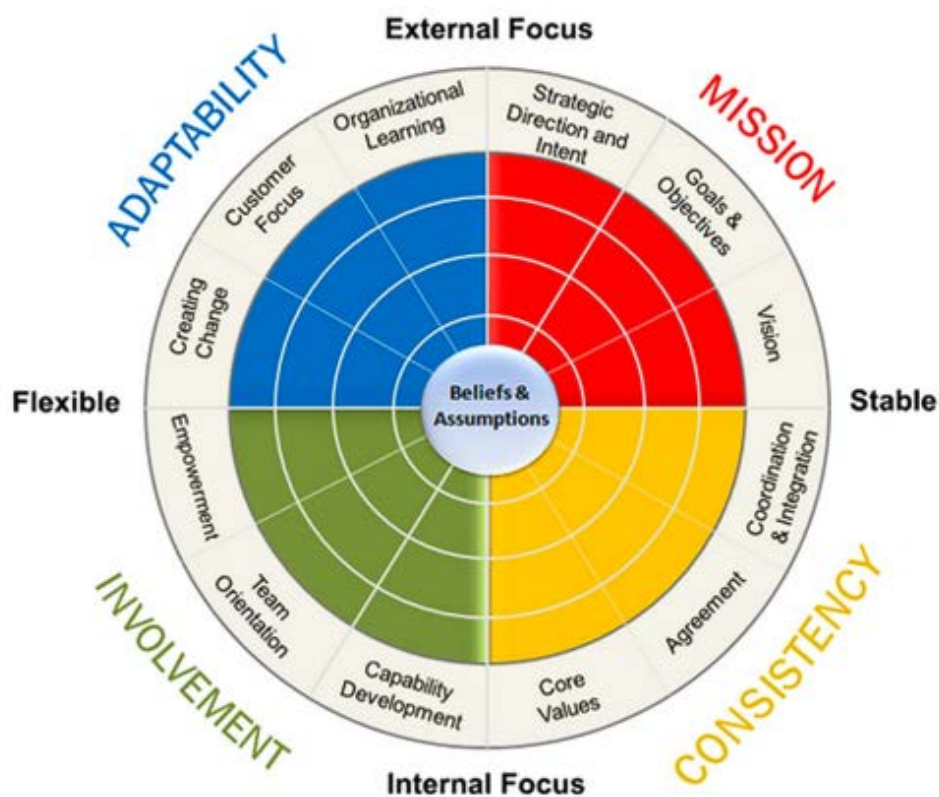


Figure 2: Denison's model of organizational culture

Source: Denison (1990)

The Tier 1 culture includes the agreed process and various outputs. For example, dress and general decisions in the workplace are "artifacts of culture. This is difficult to explain because it concerns only work culture: for example, behavior is an artifact that is influenced by many external factors. Organizational culture." are factors (Schein 1992). Contains the values it represents. These

can be found, for example, in the organization's objectives, reporting standards and operating philosophies.

However, the results presented may not reflect the deepest aspects of the culture and underlying assumptions about the most important jobs in the department's daily life. (Schein 1985, 1992).

### 2.2.2. Charles Handy Model

Handy (1993) identified four types of cultures. Organizational structure is the basis of the model and divides organizational culture into four categories. Club culture, role culture, task culture and existentialist culture. A club culture represents a concentration of power under the control of a few, spreading like a spider's web from outer space. Power culture has very few laws and bureaucracy.

Role culture is characterized by people who have a clear role within the defined structure. These organizations often form hierarchical bureaucracies where power is derived from individual positions and leaves little room for experts. In evangelism, groups are formed to solve specific problems. As long as the team needs skills, the strength will come from skills. These cultures often exhibit multiple lines of expression in the matrix structure.

Everyone has a culture of individuality where they feel superior to the organization. The survival of such an organization can be difficult because the concept of organization reflects a group of people who want to pursue the goals of the organization.

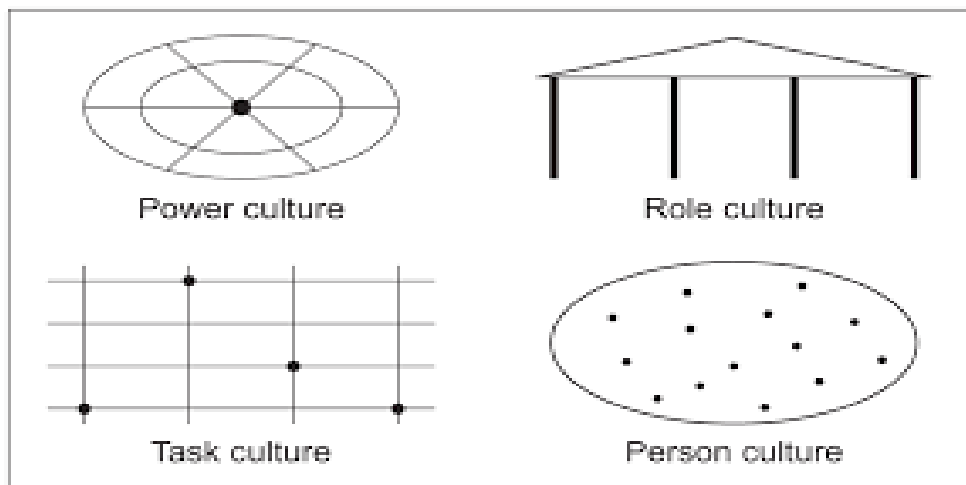


Figure 3: Types of culture

Source: Handy (1993) .

### 2.2.3. Cameron and Quinn Model

The cultural model presented by Cameron and Quinn (2011) places organizations on a continuum of four core values: flexibility, stability, differentiation, and inclusion. “What is remarkable about these four core values is that they represent opposing or competing assumptions. Each continuum emphasizes core values that are diametrically opposed to those at the other end of the continuum” (Cameron & Quinn, 2011).

### 2.2.4. Ogbonna and Harris theory

The cultural dimension organized by Ogbonna and Harris, (2000) states that organizational culture in to four dimensions. Which are innovative culture, competitive culture, bureaucratic culture and community culture.

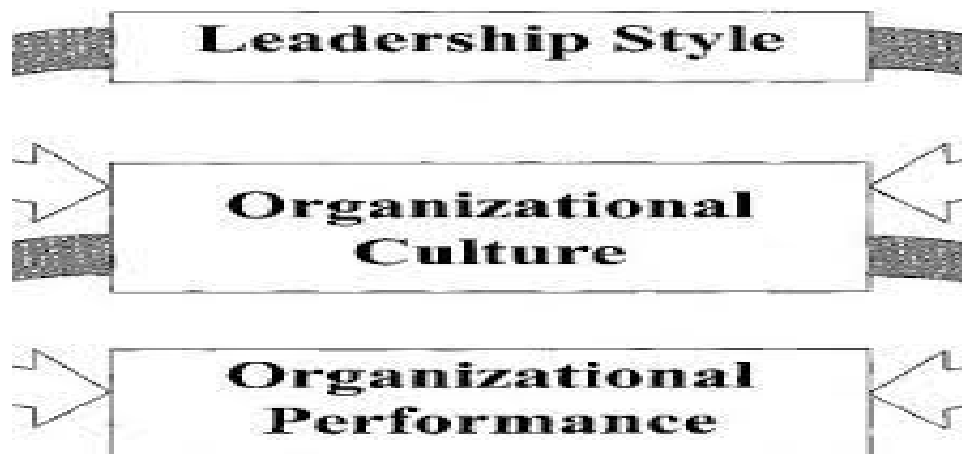


Figure 4: effect of organization culture on performance

Source: Ogbonna and Harris, (2000).

### 2.2.5. Downs and Hazen theory

Downs and Hazen (1977) mentioned the communication as seven dimensions. The 7 dimensions of the investigated organizational communication are: organizational integration, personal feedback, and organizational perspective, and communication climate, relationship to superiors, communication quality and informal communication.

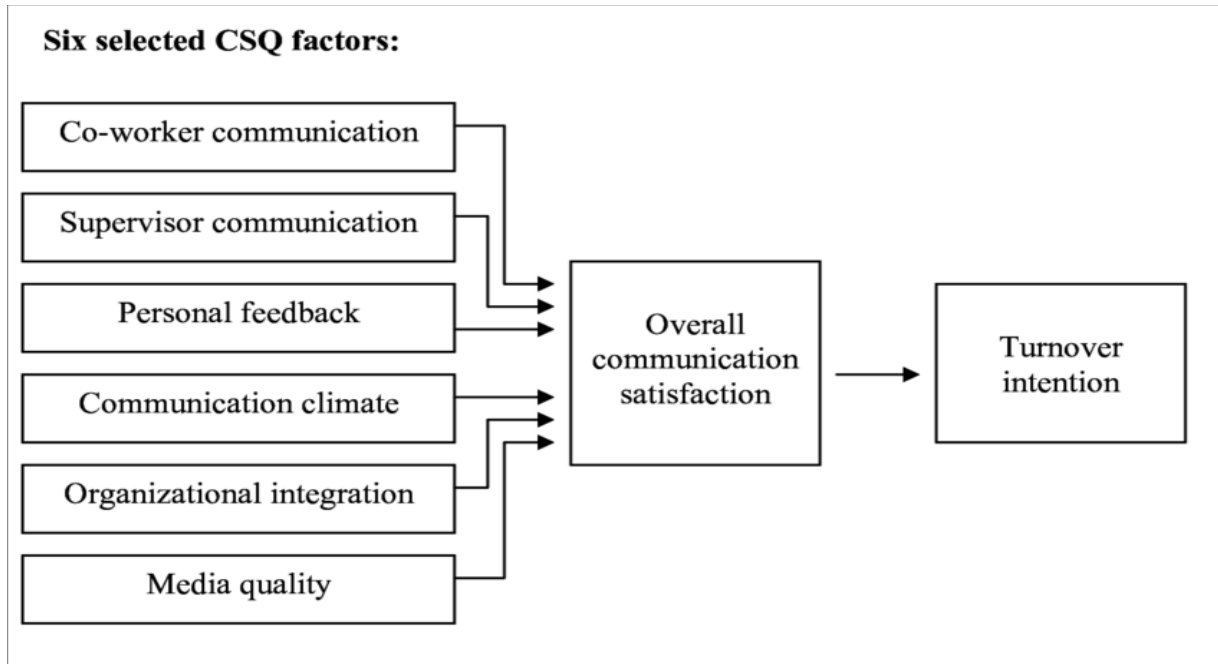


Figure 5: Models of Organization communication

Source: Downs and Hazen (1977).

### 2.2.6. Theories which support the study

In these study Denison organizational and cultural model for the cultural dimensions and Downs and Hazen theory of communication dimension will be used.

**Satisfaction with communication climate:** As per Grunig (1992, 540), the notion of communication ambiance pertains to a mental environment within a company that is cordial, open-minded, and collaborative, and where significance is placed on the standard of work life, novelty, and organizational growth. A favorable atmosphere involves reliance, transparency, reliability, precision, and regular correspondence. According to Clampitt and Downs (1993, 2), the communication ambiance mirrors communication at both the corporate and individual levels. It involves examining how communication within the company inspires and encourages employees to achieve company objectives, as well as how it fosters their sense of belonging to the organization.

**Satisfaction with the relationship with supervisor/subordinate:** -Falcione, McCrosky and Daly (in Grunig 1992, 552) have found a consistent relationship between the way employees perceive the communication behavior of their supervisor and their satisfaction with the supervisor. It must be noted that some kinds of employees are likely to be dissatisfied, regardless

of how their supervisor communicates with them. Clampitt and Downs (1993, 2) state that supervisory communication and subordinate communication includes both upward and downward aspects of communicating with superiors.

**Satisfaction with organizational integration:** -According to Clampitt and Downs (1993, 2), organizational integration revolves around the degree to which individuals receive information about their immediate work environment. This includes the degree of satisfaction with information about departmental plans, the requirements of their jobs and some personnel news.

**Satisfaction with media quality:** -Satisfaction with media quality refers to employee reactions to several important communication channels (Hamilton 1987, 113). It deals with the extent to which meetings are well organized, written directives are short and clear, and the degree to which the amount of communication received is satisfactory (Clampitt and Downs 1993, 2).

**Satisfaction with horizontal communication:** -Organizational perspective deals with the broadest kind of information about the organization as a whole. It includes notification about changes in the organization, information about the organization's financial standing, as well as its overall policies and goals (Clampitt and Downs 1993, 2).

**Satisfaction with personal feedback:** -Personal feedback is concerned with the workers' need to know how they are being judged and how their performance is being appraised (Clampitt and Downs 1993, 2).

### **2.3. Empirical Literature review**

As per (Kalyani, 2011), the traits that capture the essence of creative leadership comprise: Transparency, collaboration, faith, creativity, proactivity, adversity and innovation. The various types of organizational culture include community culture, developmental culture, structured culture, and guidance. The term organizational culture pertains to the standards and principles. In terms of knowledge, OC is often defined as shared values, beliefs, attitudes, and norms that affect the behavior of members of an organization (Schein, 1992).

According to the study conducted by Mousavi, Hosseini, and Hassanpour (2015), involvement plays a crucial role in the efficiency of leadership. It encompasses open and clear correspondence, social abilities, and connections within a company (Engelen et al., 2014). Effective leadership involves promoting employee ownership and fostering active participation

of team members in significant initiatives (O'Reilly et al., 2014). As per Denison (1990), when the workforce takes part in the decision-making process of the company, they cultivate a feeling of ownership, confidence, and allegiance towards the organization.

Institutional culture encompasses both originality and responsibility. Within an organization, employee motivation is driven by essential elements such as individual accountability, trust, and allegiance (Kotrba et al., 2012).

Rahma Abdulkadir (2016) the primary aim of this research is to examine four traits of corporate culture; Collaboration, amalgamation, interchange and accountability and their impact on the operations of the Ethiopian Revenue and Customs Authority (ERCA).

In this study, interpretive research methodology was employed by the investigators. The results indicate that four characteristics have a prognostic significance for four ERCA corporate performance metrics, particularly employee contentment and commitment towards the organization. Researches have also demonstrated that employee commitment and alignment with the organization's values and principles can enhance the attainment of organizational objectives. In a research carried out in Vietnam by HA Nam Khanh Giao, Bui Nhat Vuong, and Dao Duy tung (2020), the objective was to assess how organizational culture affects job engagement in Vietnamese enterprises. The findings show that six dimensions of organizational culture reduce the quality of organizational commitment: innovation, integration, training and development, growth, rewards and recognition, organizational communication and motivation.

Matthew Hendrith (2018) investigates how culture and communication affect business. The discoveries indicate that the organizational culture affects the manner in which businesses interact and conduct their affairs. Acquiring the knowledge of diverse cultures can aid in resolving communication issues within the company. To discover efficient solutions and communicate proficiently, comprehending the root causes of these issues is equally significant

A study conducted by Mădălina Șomăcescu, Cătălin Mihail Barbu, and Tudor Nistorescu (2016) investigates the correlation between leadership and organizational communication. The point of departure for the analysis is that these two variables are interconnected. In this research, carried out by non-profit organizations functioning in Romania and overseas, the correlation between these two factors was examined. The study of organizational communication enables companies

to effectively convey the values and beliefs of their staff. Moreover, corporate culture is established via dialogue and communication among staff members.

## 2.4. Conceptual Framework

The different concept of culture leads to a bewildering complexity in interpretation. To provide theoretical guidance for researchers the researcher, try to integrate the organizational culture and organization from the literature and theories as follows. Denison (1990) identified four elements of the organizational culture model: (a) engagement, (b) consistency, (c) adaptability, and (d) mission. (Deshpande, Farley and Webster 1993). Downs, & Hazen, (1977) also dimensioned the organization culture as the above category. The organization Communication is proposed by Downs and Hazen (1977) as organization integration, personal feedback, relationship to supervisors, communication quality, organizational perspective, informal communication and communication climate (Downs and Hazen 1977)

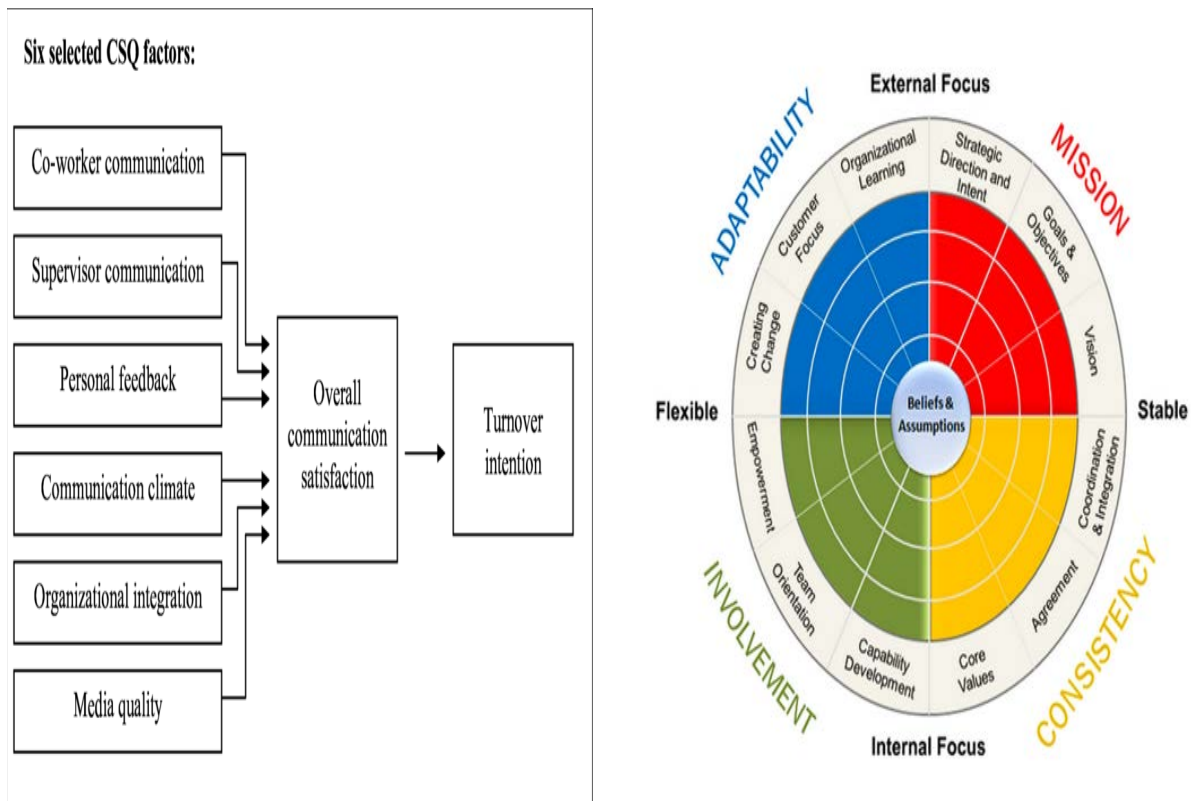


Figure 6: Conceptual Framework

Source: Downs and Hazen (1977) and Denison (1990)

# CHAPTER THREE

## 3. RESEARCH METHDODOLOGY

### 3.1. Introduction

This section outlines the techniques employed in the research to achieve the study's aims. It states detailed design of the methods in which the study follows of the research design, research approach, the target population, sampling procedures, and data collection methodologies. In these chapters, the topics of tools, analysis of information, testing for consistency, testing for accuracy, and ethical concerns were deliberated.

### 3.2. Research Design and Approach

This study utilized a descriptive research methodology. Academic researchers may adopt a research framework that is descriptive, explanatory or exploratory in nature. The descriptive research methodology is suitable in situations where a problem is well-defined but the aim is not to investigate the correlation between cause and effect. Moreover, typical descriptive studies concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. Explanatory research is used when studying a relation between causes and symptoms (Creswell, 2009). Thus, this study was employed descriptive research design

This research basically employed a mixed of both quantitative and qualitative research approach. The mixed approach of both quantitative and qualitative research approach provides an expand understanding of research problems and it explain or can build the result of the research by triangulating different quantitative and qualitative data sources (Creswell, 2009).

Qualitative research is a “subjective” assessment of a problem and takes the form of an opinion, view, perception or attitude towards objects (that are referred to as an attribute, variable, factor or question). Kothari, (2004) stated that qualitative research is concerned phenomenon and takes place in the natural setting. This enables the researcher to develop a level of detail about the individual or the organization. Quantitative research, on the other hand, is an objective measurement of the problem that investigates facts and tries to establish relationships using statistical tools. Creswell, (2014) described quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables can be

measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. Hence, this research uses both approaches.

### **3.1. Population of the study**

According to Sekaran (2003), Target population is the population to which a researcher wants to generalize the results of the study. Population is the aggregate of all the elements that share some common set of characteristics and that comprise the universe for the purpose of the research problem. The population from which the sample actually was drawn and about which a conclusion was made and the study population is often more limited than the target population (Getu and Tegbar, 2006). Therefore, the population of this study is the employees of Italian cultural institute in Addis Ababa. There are a total of 47 employees in Italian cultural institute in Addis Ababa. Which are 5 officials and 5 lecturers 10 in total permanent employees, 10 contractual employees and 27 security staffs at Italian cultural institution at Addis Ababa.

### **3.2. Sampling Techniques**

There are two categories of sampling methods, namely probability and non-probability sampling methods. Non-probability sampling is a method of sampling that does not provide a foundation for the probability of each item in the population being included in the sample. This technique is also known as intentional sampling, purposive sampling, and subjective sampling. In this type of sampling, the researcher intentionally selects items for the sample. In non-probability sampling, the researchers intentionally select specific units from the population to form a sample, with the belief that the small group chosen from a large population will accurately reflect or represent the entire population (Creswell, 2009).

As the study did not involve a sample, only the target population census was selected through purposive sampling. Therefore, the research's target sample is selected using the non-probability judgmental selection method. The preferential method for collecting comprehensive and dependable information from sources with pertinent knowledge and/or experience directly linked to the study subject is judgmental sampling.

As of the information obtained from Italian institution offices, currently there are 47 staff members. According to Kothari (2004), it can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained. Even the slightest element of bias in such an inquiry will get larger and larger as the number of

observations increases. Moreover, there is no way of checking the element of bias or its extent except through a resurvey or use of sample checks. However, this type of inquiry involves a great deal of time, money and energy. Therefore, when the field of inquiry is large, this method becomes difficult to adopt because of the resources involved (Kothri, 2004). Since the total target population is relatively smaller there will be no wastage of time, energy and cost if population as a whole is considered, so there is no need to consider sample. Thus, the researcher takes all 47 target populations for the study.

### **3.3. Instruments of Data Collection**

This research used primary data source; the primary data were collect directly from the respondents. Primary data was obtained using questionnaire and Interview. The questioner was distributed for all the employees of Italian institution in Addis Ababa. The questionnaire has two parts; the first part aims at the collection of demographic information of the participants such as sex, age, marital status and education level. The second part of the questionnaires consists of a 5-point Likert scale instruments. The interview was undertaken with the manager and higher officials of the institutions.

#### **2.3.1. Questionnaires**

Questionnaire is the main data collection method of this study and it is developed by the researcher based on empirical review of related literatures. The questioners contained scaling and have close ended questions and developed using five scales Likert model. The questioner was distributed for all the 47 employees of Italian institution in Addis Ababa. The questionnaire has two parts. The first part of the questionnaire focused on the demographic of the respondents; the second part contained informative questions that are focus on the respondent participation and emphasized the main parts of the research objective. This method was used to gather both qualitative and quantitative information from managers and employees of total. I used Amharic and English language to prepare the questionnaires.

#### **2.3.2. Interview**

In-depth interviews have been selected as a method, given the selected group and small number of individuals needed to provide information and insights on the subject. A semi-structured interview used to collect the qualitative data. The interview included five employees of the institute.

### 2.3.3. Observations

Observations is selected as an instrument since the Italian cultural institute always integrate with others co-worker and presents their culture, it demands and gives good information about how their culture look like and their communication to present their culture to the audience were addressed. The observation was performed when they present their culture with their program.

### 3.6. Techniques of Data Analysis

The gathered information was evaluated through both quantitative and qualitative methods. The information obtained via surveys for the section comprising of closed-ended questions was assessed through descriptive statistics with the aid of the Statistical Package for the Social Sciences (SPSS) version 26. The information collected through interview was subjected to qualitative analysis by consolidating the shared perspectives of the participants to arrive at a shared comprehension. The study employed descriptive statistics, namely frequency, percentage, mean, and standard deviation, for the quantitative component.

### 3.7. Reliability of the instrument

According to Kothari (2004), a measuring instrument is reliable if it provides consistent results. Cranach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. For testing there liability of the data instrument, Cronbach's Alpha will be calculated to test the reliability of the research instrument. According to Zikmund, Babin and Griffin (2010) scales with coefficient alpha between 0.8 and 0.95 are considered to be have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability.

Table 1: Reliability of the instrument

Reliability Statistics	
Cronbach's Alpha	N of Items
.777	45

**Source: Survey analysis result, 2023**

As we saw from the above table alpha Cronbach resulted 0.777 which is above 0.7 and indicates that our instrument is in good quality.

### **3.8. Validity of the instrument**

The validity of the content pertains to the extent to which the research is assessing what it is intended to evaluate. More simply, it centers on the precision of the assessment (John et.al, 2007). All techniques employed for developing the tools must have demonstrated satisfactory levels of construct and content validity in prior research and are implemented in this investigation with alterations. Furthermore, various steps were taken to guarantee that the outcomes are devoid of substantive inaccuracies arising from the formulation of the questionnaire. Some measures include clarity of directions, clarity of the inquiries, the format of the survey, and additional feedback.

### **3.9. Ethical considerations**

As per Creswell (2012), "while researchers expect those who gather data, it is crucial that they demonstrate respect towards both the participants and the research sites." During the research, the investigator will uphold impartiality, politeness, and elevated professional ethics via a scientific approach, and refrain from distorting, modifying, or misinterpreting information for partial or alternative motives. The research was carried out while taking into account ethical accountability. This comprises furnishing details to the participants about the aim of the research and the utilization of the data too. The researcher keeps the information obtained in strict confidentiality. The anonymity of the respondents was maintained to ensure that the participants could freely and securely articulate their thoughts.

# CHAPTER FOUR

## 4. RESULT AND DISCUSSION

### 4.1. Introduction

In this section, the examination of the data and the outcomes of the research are outlined, or results and after analyzing the outcomes, the investigator provides an evaluation of the discoveries and offers an explanation of the data. In order to present the results and discourse the of Investigation in to Organizational culture and Organizational Communication at Italian Cultural institute in Addis Ababa in promoting Italian Culture and Language, diverse charts and diagrams were utilized by the investigator. The findings of the research are deliberated by cross-referencing the outcomes of diverse sources, such as survey findings, conversations, and review of documents. The data interpretation aims to achieve the study's goals and answer the research inquiries.

47 questionnaires were handed out to the chosen Italian cultural institute in Addis Ababa. The information gathered from the participants are presented and evaluated in this section. This part of the investigation deals to the research inquiries and analysis of the findings utilizing SPSS 26 edition.

### 4.2. Response Rate

From the distributed forty seven questionnaires, forty four questionnaires were filled and collected properly, which gives 93.62% response rate. A total of 44 responses were collected and used for the analysis.

### 4.3. General Information of the respondents

The first part of the questionnaire consists of items about the demographic information of the respondents. It covers the personal data of respondents, such as gender, age, academic level, years spent in Italian cultural institute and Nationality of the respondents. The following table shows the demographic characteristics of the respondents.

**Table 2: General Information of the respondents**

		Freq	Perc %
Gender	Male	20	45.5%
	Female	24	54.5%
Age	Below 20	4	9.1%
	21-25	4	9.1%
	26-30	5	11.4%
	31-35	26	59.1%
	Above 36	5	11.4%
Level of Education	Illiterate	0	0.0%
	Grade 1-8	10	22.7%
	8-12	4	9.1%
	Diploma	22	50.0%
	Bachelor Degree	4	9.1%
	Master Degree	4	9.1%
	PHD	0	0.0%
Marital Status	Single	5	11.4%
	Married	35	79.5%
	Divorced	4	9.1%
	Widowed	0	0.0%
Year of Experience you have worked in the institute (Your company)?	1-5 years	20	45.5%
	6-10 years	9	20.5%
	11-15 years	10	22.7%
	16-20 years	5	11.4%
	Above 21 years	0	0.0%
Types of Employment	Temporary	0	0.0%
	Contract	35	79.5%
	Labor	0	0.0%
	Permanent	9	20.5%
Your Nationality	Italian	9	20.5%
	Ethiopian	35	79.5%

The first questions about the general information were their gender. From the above table 2, 20(45.5%) of the respondents were male respondents and the remaining 24 respondents which covers 55.5% are female respondents. The majority of respondents were female respondent and

we can infer that the gender distribution was uniform and balance in Italian cultural institute in Addis Ababa.

When we see the age distribution of the respondents, 4(9.1%) of the respondents were aged below 20 years, 4(9.1%) of the respondents aged between 21-25 years old. 5(11.4%) of the respondents are aged between 26-30 and the remaining 26(59.1%) of the respondents aged between 31-35 years and 5(11.4%) of the respondents are aged above 36 years. The majority of the respondents were aged between 31-35 years. This implies that in Italian cultural institute employees are at the age range of strong, knowledge aged employees are exist.

10(22.7%) of the respondent's education levels were 1-8 grade levels, 4(9.1%) of the respondent's education levels were 8-12 grade levels. 22(50%) of the respondents were diploma holders. The remaining 4(9.1%) of the respondents were degree holders and 4(9.1%) of the respondents were master degree holders. The majority of the respondents were diploma holders. This implies that most employees of the Italian cultural institute were diploma holders.

When we saw the marital status of the Italian Cultural institute employees, 5(11.4%) of the respondents were single, 35(79.5%) of the respondents were married, and the remaining 4(9.1%) of the respondents were divorced. The majority of the respondents were married and hence the majority of employees of Italian cultural Institute in Addis Ababa were married.

Year of experience that worked in the institute were asked and hence 20(45.5%) of the respondents worked between 1-5 years in the Italian cultural institute, 9(20.5%) of the respondents were served for 5-10 years 10(22.7%) of the respondents served Italian cultural institute for a period of 11-15 years and the remaining 5 employees which covers 11.4% serves Italian cultural institute for 16-20 years.

9(20.5%) of the respondents were permanent worker and the remaining 35(79.5%) of the respondents were contract employees. The majority of the respondents were contract employees in Italian Cultural Institute at Addis Ababa.

Their nationality distributions, 9(20.5%) of the respondents were Italian nationality and the remaining 35(79.7%) of the respondents were Ethiopian nationality employees in Italian cultural institute. The majority of the employees were Ethiopian Nationality. This implies that in Italian cultural institute, employees were distributed at both Ethiopian and Italian nationality employees.

#### 4.4. Organizational Integration of Italian Cultural Institution

In this section, diverse statistical tools for data analysis, such as average, deviation, frequency, and percentage, were employed to analyze the gathered data. The compilation of descriptive statistics for all assessed variables is founded on a Likert scale with 5 points, where “1” signifies “strongly disagreed” and “5” signifies “strongly agreed”. As per the findings of Zaidaton & Bagheri (2009), respondents are considered to have strongly agreed (SA) if the overall mean (M) score falls within the range of 4.21-5.00, If the participants obtain a score ranging from 3.41 to 4.2, it indicates their agreement (A), If the score falls within the range of 2.61-3.40, it is regarded as a state of neutrality (N) among the respondents, The results from the participants' ratings, ranging from 1.81 to 2.60, indicate that disagreement and If the participants' ratings fall within 1-1.80, it indicates that they held a strong disagreement

**Table 3: Organizational Integration of the institute**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %		
There is clear information about the job description in the Italian institute of culture in Addis Ababa.	1	2.3%	2	4.5%	9	20.5%	30	68.2%	2	4.5%	3.6818	.73998
Information regarding to my progress in career is clear in the institute	2	4.5%	1	2.3%	6	13.6%	24	54.5%	11	25.0%	3.9318	.94985
Information regarding to the objective of department and institute is clear	2	4.5%	0	0.0%	27	61.4%	12	27.3%	3	6.8%	3.3182	.80037

Clear information about my job, career and objective of institute makes easy to promote the Italian culture and language to other	2	4.5%	6	13.6%	14	31.8%	21	47.7%	1	2.3%	3.29	.9042
											55	4

From the above tables, respondents were asked to give their ideas on the organizational integration statement to measure their greenness levels on the statements. The first questions which respondents' requests to give their idea where there is clear information about the job description in the Italian institute of culture in Addis Ababa. This response were strongly disagreed by 1(2.3%) of the respondents, disagreed by 2(4.5%) of the respondents, neutral by 9(20.5%) of the respondents, and agreed by 30(68.2%) of the respondents and the remaining 2(4.5%) of the respondents strongly agreed by the statement There is clear information about the job description in the Italian institute of culture in Addis Ababa. The majority of the respondents agreed about the statement there is clear information about the job description in the Italian institute of culture in Addis Ababa. This implies that there is clear information about the job description in the Italian institute of culture in Addis Ababa.

2(4.5%) of the respondents strongly disagreed by the statement Information regarding to my progress in career is clear in the institute, 1(2.3%) of respondents disagreed, 6(13.6%) of the respondents neutral, 24(54.5%) of respondents agreed and the remaining 11(25.0%) respondents strongly agreed about the statement Information regarding to my progress in career is clear in the institute. This implies that the majority of the respondents agreed by the statement Information regarding to my progress in career is clear in the institute. This implies that at Italian cultural institute Information regarding to their progress in career is clear in the institute.

The majority of the respondents agreed by the statement Information regarding to the objective of department and institute is clear. This implies that at Institute of Italian cultural institute Information regarding to the objective of department and institute is clear.

The response Clear information about my job, career and objective of institute makes easy to promote the Italian culture and language to other is strongly disagreed by 2(4.5%) of the respondents, neutral by 27(64.1%) of the respondents, agreed by 12(7.3%) of the respondents, and strongly agreed by 3(6.8%) of the respondents by the statement Clear information about my job, career and objective of institute makes easy to promote the Italian culture and language to other. The majority of the respondents were neutral by the statement Clear information about my job, career and objective of institute makes easy to promote the Italian culture and language to other. This implies that at Italian cultural institute at Addis Ababa, there is no clear information about their job, career and it makes it difficult to promote the Italian culture and language to other.

The statement Information regarding to my progress in career is clear in the institute have a mean of 3.94 and SD of 0.95. This indicates that the respondent agreed by the statement Information regarding to my progress in career is clear in the institute and the standard deviation indicates that the response is slightly dispersed. This implies that at Addis Ababa, Italian cultural institute Information regarding to my progress in career is clear in the institute.

The mean of Information regarding to the objective of department and institute is clear response were 3.32 and standard deviation of 0.80. This implies that the respondents did not agree by the statement Information regarding to the objective of department and institute is clear. The standard deviation indicates that the response was slightly dispersed.

The response Clear information about my job, career and objective of institute makes easy to promote the Italian culture and language to other have a mean of 3.2955 and SD of 0.904. This indicates that the respondents did not agree by the statement Clear information about my job, career and objective of institute makes easy to promote the Italian culture and language to other and the SD indicates that the response were slightly dispersed. This implies that At Addis Ababa, Italian cultural institute there is not Clear information about their job, career and objective of institute and did not make easy to promote the Italian culture and language to other.

## 4.5. Personal Feedback Communication Italian Cultural Institution

This section discusses about the communication of the institute in which the organization have in sharing and giving of feedback from each other. The feedback may be employees from their immediate supervisor or from higher manager and parallelly with each other's. Different questions or statements were requested to rate their agreement levels. The tables below describe the personal feedback communication of Italian cultural institution

Table 4: Personal feedback communication of Italian cultural institution

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %		
The institute acknowledge my merits	2	4.5%	5	11.4 %	9	20.5 %	19	43.2 %	9	20.5 %	3.63 64	1.08 029
The evaluation system of the institute is transparency and clear	1	2.3%	5	11.4 %	16	36.4 %	19	43.2 %	3	6.8%	3.40 91	.871 20
Superiors are clearly understanding any problem which happen to me in Italian cultural institute in Addis Ababa	1	2.3%	0	0.0%	16	36.4 %	25	56.8 %	2	4.5%	3.61 36	.689 32
my request is solved are clear and active in the institute	2	4.5%	0	0.0%	9	20.5 %	32	72.7 %	1	2.3%	3.68 18	.739 98

The transparency of the institute empowers me to promote Italian culture and language.	1	2.3%	1	2.3%	6	13.6%	31	70.5%	5	11.4%	3.86	.734
											36	24

From the above tables, 2(4.5%) of the respondents strongly agreed by the statement The institute acknowledge my merits, 5(11.4%) of the respondents disagreed, 9(20.5%) of the respondents neutral and 19(43.2%) of the respondents agreed and the remaining 9(20.5%) of the respondents strongly agreed by the statement The institute acknowledge my merits. The majority of the respondents were agreed by the statement. This implies that at Addis Ababa, Italian cultural institute acknowledge employees' merits.

The statement the evaluation system of the institute is transparency and clear were strongly disagreed by 1(2.3%) of the respondents, disagreed by 5(11.4%) of the respondents, neutral by 9(20.5%) of the respondents and the remaining 19(43.2%) of the respondents agreed and the remaining 3(6.8%) of the respondents strongly agreed by the statements The evaluation system of the institute is transparency and clear. This implies that the majority of the respondents agreed by the statement the evaluation system of the institute is transparency and clear. This implies that at Italian cultural institute at Addis Ababa, the evaluation system of the institute is transparency and clear.

The majority of the respondents were agreed by the statement Superiors clearly understand any problem which happen to me in Italian cultural institute in Addis Ababa. This implies that Superiors are clearly understanding employee's problem which happens to me in Italian cultural institute in Addis Ababa.

The statement the transparency of the institute empowers me to promote Italian culture and language strongly disagreed by 2(4.5%) of the respondents, neutral by 9(20.5) of the respondents, agreed by 32(72.7%) of the respondents and the remaining 2(4.5%) of the respondents strongly agreed by the statement the transparency of the institute empowers me to

promote Italian culture and language. This implies that at Addis Ababa, Italian cultural institute in Addis Ababa, the transparency of the institute empowers employees to promote Italian culture and language.

The responses the institute acknowledge my merits have a mean of 3.64. This indicates that the respondents agreed by the statement the institute acknowledge my merits. The response has a standard deviation of 1.08 which is above and this indicates that the response is dispersed. This implies that at Addis Ababa, Italian cultural institute acknowledge employees' merits.

The mean of the response about the statement the evaluation system of the institute is transparency and clear were 3.40 and SD of 0.87 which indicates that the respondents become neutral and the responses SD indicates that the response is slightly dispersed. This implies that at Addis Ababa, Italian cultural institute the evaluation system of the institute is not transparency and clear.

The response Superiors are clearly understanding any problem which happen to me in Italian cultural institute in Addis Ababa have a mean of 3.61 and SD of 0.69 which indicates that respondents agreed by the statement Superiors are clearly understanding any problem which happen to me in Italian cultural institute in Addis Ababa. This implies that at Addis Ababa, Italian cultural institute Superiors clearly understand any problem which happen to me in Italian cultural institute in Addis Ababa.

The response Information the way my request is solved are clear and active in the institute have a mean of 3.68 and SD of 0.74. This indicates that the respondents agreed by the statement Information the way my request is solved are clear and active in the institute. This implies that at Addis Ababa, Italian cultural institute Information the way employees request is solved a clear and active in the institute.

The overall mean about the statements personal feedback communication of Italian cultural institute were 3.6409 which indicates that the respondents agreed about the statements raised in personal feedback communication of Italian cultural institute. This indicates that Italian cultural institute at Addis Ababa are in good condition of personal feedback communication system.

#### **4.6. Organizational Perspective of Italian Cultural Institution**

This section discusses about organizational perspective of Italian cultural institution. The organizational perspectives of Italian cultural institution were rated by different statement. The statements were requested to each statement is discussed and presented as follow:

**Table 5: Organizational perspective of the institute**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %		
Information about the failure and or accomplishment of the institute is clearly told to us in the institute	0	0.0%	6	13.6 %	10	22.7 %	27	61.4 %	1	2.3%	3.36 36	1.12 252
Information about any change in the institute is clearly told to us.	0	0.0%	6	13.6 %	18	40.9 %	18	40.9 %	2	4.5%	3.52 27	.762 15
I know the information about the budget of the institution	0	0.0%	0	0.0%	6	13.6 %	36	81.8 %	2	4.5%	3.36 36	.780 31
Since I know the goals and objective of the institute it is easy to promote the Italian culture and language	2	4.5%	0	0.0%	25	56.8 %	16	36.4 %	1	2.3%	3.90 91	.421 41
											3.32	.739

The statement Information about the failure and or accomplishment of the institute is clearly told to us in the institute were disagreed by 8(13.6%) of the respondents, neutral by 10(22.7%) of the respondents, agreed by the statement 27(61.4%) of the respondents and the remaining 1(2.3%) of the respondents strongly agreed by the statement Information about the failure and or accomplishment of the institute is clearly told to us in the institute. This implies that at Addis Ababa Italian cultural institute Information about the failure and or accomplishment of the institute is clearly told to employees in the institute.

The majority of the respondents agreed by the statement Information about any change in the institute are clearly told to us. This implies that at Addis Ababa, Italian cultural institute Information about employees change in the institute is clearly told to them.

The response I know the information about the budget of the institution were neutral by 6(13.6%) of the respondents, agreed by 36(81.8%) of the respondents and the remaining 2(4.5%) of the respondents strongly agreed by the statement I know the information about the budget of the institution. The majority of the respondents agreed on the statement. This implies that at Addis Ababa, Italian cultural institute employees know the information about the budget of the institution.

The response since I know the goals and objective of the institute it is easy to promote the Italian culture and language was agreed by the majority of the respondents. This implies that at Addis Ababa, Cultural Institute since employees know the goals and objective of the institute it is easy to promote the Italian culture and language.

The mean of Information about the failure and or accomplishment of the institute is clearly told to us in the institute were 3.37 and SD of 1.12 which indicates that the respondents become neutral about the statement Information about the failure and or accomplishment of the institute is clearly told to us in the institute. The standard deviation indicates that the response was slightly dispersed. This implies that at Italian cultural institute Information about the failure and or accomplishment of the institute is clearly told to employee in the institute.

The response Information about any change in the institute is clearly told to us have a mean of 3.53 and SD of 0.76. This indicates that the respondents disagreed by the statement Information

about any change in the institute is clearly told to us. This implies that at Italian cultural institute Information about any change in the institute is not clearly told to employees.

The response I know the information about the budget of the institution have a mean of 3.36 and SD of 0.78 which indicates that the respondents become neutral about the statement. This implies that there is a gap in I know the information about the budget of the institution of Italian cultural institute.

The response about since I know the goals and objective of the institute it is easy to promote the Italian culture and language have a mean of 3.90. Which implies that the respondents agree about the statement and hence at Italian cultural institute employees know the goals and objective of the institute it is easy to promote the Italian culture and language.

The overall mean about the statements about organizational perspective were 3.49544. This implies that the respondents agreed by the statements raised in organizational perspective of Italian cultural Institute, Addis Ababa. This implies the institution is in good levels.

#### 4.7. Communication climate of Italian Cultural Institutions in Addis Ababa

This section discusses the communication climate of Italian cultural institute at Addis Ababa. Different statements were asked the employees to give their levels of agreement on the idea at Italian cultural institute, Addis Ababa.

Table 6: Communication climate of the institute

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %		
The extent to which the institute communication motivates me to promote the Italian	0	0.0%	18	40.9%	9	20.5%	16	36.4%	1	2.3%	3.00	.94006

culture and language easily												
The extent to which the people from the institute have good communication skills motivates me to promote the Italian culture and language easily	5	11.4 %	4	9.1 %	24	54.5 %	10	22.7 %	1	2.3 %	2.95 45	.938 94
The extent in which the institute communication makes me fell to identify with the organization to do my task easily	5	11.4 %	15	34.1 %	10	22.7 %	13	29.5 %	1	2.3 %	2.77 27	1.07 538
the institution motivates me to easily promote Italian culture and language	0	0.0 %	19	43.2 %	19	43.2 %	5	11.4 %	1	2.3 %	2.72 73	.758 32

The first questions which respondents request to give their opinion were about the extent to which the institute communication motivates me to promote the Italian culture and language easily. This response was disagreed by 18(40.9%) of respondents, neutral by 9(20.5%) of the respondents, agreed by 16(36.4%) of the respondents and the remaining 1(2.3%) of the respondents disagreed by the statement the extent to which the institute communication motivates me to promote the Italian culture and language easily. This implies that at Italian cultural institute, Addis Ababa the extent to which the institute communication did not motivates employees to promote the Italian culture and language easily.

The statements the extent to which the people from the institute have good communication skills motivates me to promote the Italian culture and language easily were strongly disagreed by 5(11.4%) of the respondents, disagreed by 4(9.1%) of the respondents, agreed by 10(22.7%) and strongly disagreed by 10(22.7%) of the respondents. The majority becomes neutral. This tells the respondents did not agree on the statement the extent to which the people from the institute have good communication skills motivates me to promote the Italian culture and language easily. This implies that at Addis Ababa, Italian cultural institute the extent to which the people from the institute have good communication skills did not motivate employees to promote the Italian culture and language easily.

The majority of the respondents disagreed by the statement the extent in which the institute communication makes me fell to identify with the organization to do my task easily. This implies that at Addis Ababa, Italian cultural institute the extent in which the institute communication did not makes me fell to identify with the organization to do my task easily.

The response the extent of solving problem in the institution motivates me to easily promote Italian culture and language was disagreed by the majority of the respondents. This implies that at Addis Ababa, Italian cultural institute the extent of solving problem in the institution did not motivates me to easily promote Italian culture and language.

The mean of the statements about the extent to which the institute communication motivates me to promote the Italian culture and language easily were 3.00 and SD of 0.94. This indicates that the respondents become neutral about the response of the extent to which the institute communication motivates me to promote the Italian culture and language easily. This indicates there is a gap in the extent to which the institute communication motivates me to promote the Italian culture and language easily.

The responses the extent to which the people from the institute have good communication skills motivates me to promote the Italian culture and language easily have mean of 2.95, response about the extent in which the institute communication makes me fell to identify with the organization to do my task easily have mean of 2.77, and responses The extent of solving problem in the institution motivates me to easily promote Italian culture and language have mean

of 2.77. This indicates that the respondents become neutral about the raised ideas and implies that Italian cultural institute has gaps on the above raised ideas.

The overall mean about communication climate of the institution were 2.863625. This indicates that the respondents become neutral about the statements raised about the communication climate of the institution. Therefore, there is a gap at Italian cultural institute Addis Ababa.

#### 4.8. Relation to Superiors in Italian Cultural Institute

This section discusses about the communication sub division of relation to superiors in Italian cultural institute. Different statements were requested to rate their agreement levels on each ideas and employees of the Italian cultural institute rates their agreement level from 1 to5 and the result are presented as follows:

**Table 7: Relation to Superiors communication dimensions**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree			
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %		
Extent to which my superiors listen to me when I have a problem motivates me to easily promote Italian culture and language	5	11.4 %	9	20.5 %	19	43.2 %	11	25.0 %	0	0.0%	2.81 82	.946 79
Extent to which my superiors help me to solve my problem motivates me to easily promote Italian culture and language	8	18.2 %	21	47.7 %	4	9.1%	11	25.0 %	0	0.0%	2.40 91	1.06 352
My supervisor trusts me sufficiently	5	11.4 %	13	29.5 %	24	54.5 %	1	2.3%	1	2.3%	2.54 55	.819 94

My supervisor is open to my ideas makes me motivate in the institution	0	0.0%	18	40.9%	11	25.0%	15	34.1%	0	0.0%	2.93	.873
											18	32

The response Extent to which my superiors listen to me when I have a problem motivates me to easily promote Italian culture and language were strongly disagreed by 5(11.4%) of the respondents, disagreed by 9(20.5%) of the respondent, neutral by 19(43.2%) of the respondents, agreed by 11(25%) of the respondents. The majority of respondents disagreed by the statement Extent to which my superiors listen to me when I have a problem motivates me to easily promote Italian culture and language. This implies that at Addis Ababa Italian cultural institute Extent to which employees' superiors did not listen to them when they have a problem and this kills their motivation to easily promote Italian culture and language.

The response Extent to which my superiors help me to solve my problem motivates me to easily promote Italian culture and language strongly disagreed by 5(11.4%) of the respondents, disagreed by 9(20.5%) of the respondents, neutral by 19(43.2%) of the respondents, agreed by 11(25%) of the respondents. The majority of the respondents disagreed by the idea Extent to which my superiors help me to solve my problem motivates me to easily promote Italian culture and language. This implies that at Addis Ababa, Italian cultural institute Extent to which their superiors not help employees to solve their problem motivates did not them to easily promote Italian culture and language.

The majority of the respondents disagreed by the statement my supervisor trusts me sufficiently and my supervisor is open to my ideas makes me motivate in the institution. This implies that at Addis Ababa, cultural institute employee's supervisor is not open to their ideas and these dissatisfied employees motivate in the institution.

The mean of the response Extent to which my superiors listen to me when I have a problem motivates me to easily promote were 2.81 and SD of 0.95. This indicates that the respondents become neutrals about the statements and hence this implies that at Italian cultural institute Extent to which employees' superiors listen to them when they have a problem did not motivate me to easily promote.

The overall mean about the statements raised in relation to superiors' communication were 2.67615. This indicates that the respondents did not agree about the statement raised. This implies that there is gap in superiors' communication at Addis Ababa, Italian cultural institute.

#### 4.9. Communication Quality of Italian Cultural Institute

This section is about the communication quality of Italian cultural institute. Statements that can measure the communication quality were requested to the employees of the Italian cultural Institute. The respondents rate their agreement levels accordingly. The tables and discussion below present and discuss about the communication quality of the Italian cultural institute:

**Table 8: Communication quality of the Italian cultural institute**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %		
The meetings are well organized in the institution	5	11.4 %	10	22.7 %	13	29.5 %	16	36.4 %	0	0.0%	2.9091	1.03020
Written communication is clear and concise in the institute and hence motivates me to promote the Italian culture and language	4	9.1%	14	31.8 %	12	27.3 %	14	31.8 %	0	0.0%	2.8182	.99470
There is a healthy communication motivates me to easily promote Italian culture and language	4	9.1%	10	22.7 %	25	56.8 %	5	11.4 %	0	0.0%	2.7045	.79474

the organization communication is good to promoting the Italian culture and language	4	9.1%	15	34.1%	11	25.0%	14	31.8%	0	0.0%	2.79	1.00
											55	185

The above tables describe about the communication quality of the Italian cultural institute at Addis Ababa. The response the meetings are well organized in the institution were strongly disagreed by 5(11.4%) of the respondents, disagreed by the statement 10(22.7%) of the respondents, neutral by 13(29.5%) of the respondents. The majority of the respondents disagreed by the statement the meetings are well organized in the institution. This implies that at Addis Ababa, Italian cultural institute the meetings are not well organized in the institution.

The idea Written communication is clear and concise in the institute and hence motivates me to promote the Italian culture and language were strongly disagreed by 4(9.1%) of the respondents, disagreed by 13(31.4%) of the respondents and agreed by 12(31.8%) of the respondents. This implies that at Addis Ababa, Italian cultural institute Written communication is not clear and concise in the institute and hence this dissatisfies employees to promote the Italian culture and language

The response the extent in which there is a health communication motivates me to easily promote Italian culture and language disagreed by the majority of the respondents. This implies that at Addis Ababa, Italian cultural institute the extent in which there is a health communication did not motivate employees to easily promote Italian culture and language.

The mean of the response the meetings are well organized in the institution were 2.90 and SD of 1.03. The mean indicates that the respondents become neutral about the statement raised the meetings are well organized in the institution. This implies that at Italian cultural institute the meetings are not well organized in the institution.

The mean of Written communication is clear and concise in the institute and hence motivates me to promote the Italian culture and language responses were 2.81 which indicates that the

respondents disagreed by the statements and hence this implies that at Addis Ababa, cultural institute Written communication is not clear and concise in the institute and hence not motivates them to promote the Italian culture and language.

The overall mean about the statements raised in the topic of communication quality were 2.806825. This indicates that the respondents disagreed by the statements raised in the topic. Therefore, there is a gap in communication quality at Italian cultural institute at Addis Ababa.

#### 4.10. Informal Communication of Italian Cultural Institution

This section discusses about the informal communication of Italian cultural institutions status from the respondents. The table below discusses about the informal communication look like of the Institute:

**Table 9: Informal Communication of Italian cultural Institute**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %		
Compatibility among the members of my department motivates me to easily promote Italian culture and language	0	0.0%	0	0.0%	26	59.1 %	17	38.6 %	1	2.3%	3.43 18	.545 50
The informal communication is active in the institute	0	0.0%	0	0.0%	5	11.4 %	37	84.1 %	2	4.5%	3.93 18	.397 53
Communication with other member of the organization is free and clear	0	0.0%	0	0.0%	20	45.5 %	24	54.5 %	0	0.0%	3.54 55	.503 69

There is high extent of communication practices can be adapted to emergency situations	0	0.0%	6	13.6%	14	31.8%	19	43.2%	5	11.4%	3.52	.875
											27	74

The respondents were requested to give their opinion on the informal communications which found at Italian cultural institutions. The first questions which respondents asked were Compatibility among the members of my department motivates me to easily promote Italian culture and language. This response was neutral by 26(59.1%) Of the respondents, agreed by 17(38.6%) of the respondents and the remaining 1(2.3%) of the respondents strongly agree about the statement Compatibility among the members of my department motivates me to easily promote Italian culture and language. The majority of the respondents agree on the idea and hence this implies that at Italian cultural institute, Addis Ababa Compatibility among the members of my department motivates me to easily promote Italian culture and language.

The response the informal communication is active in the institute is agreed by 37(84.1%) of the respondents, strongly agreed by 2(4.5%) of the respondents and the remaining 5(11.4%) of the respondents becomes neutral about the idea the informal communication is active in the institute. This implies that at Italian cultural institute at Addis Ababa, The informal communication is active in the institute

Communication with other member of the organization is free and clear is agreed by the majority of respondents. This implies that at Italian cultural institute Communication with other member of the organization is free and clear.

The majority of the respondents were agreed about the response There is high extent of communication practices can be adapted to emergency situations. This implies that at Italian cultural institute of Addis Ababa There is high extent of communication practices can be adapted to emergency situations

The overall mean about the statements raised in informal communication were 3.60795. This implies that at Addis Ababa, Italian cultural institute there is informal communication.

## ORGANIZATIONAL CULTURE ON PROMOTING CULTURE AND LANGUAGE

### 4.11. Engagement of Italian cultural Institute

The section below presents and discusses the engagement of Italian cultural institute at different programs. The sections investigate what does the Italian cultural institute looks like. Engagement means how the institute participates the employees a different decision and activities of the institution. Some statements were asked to the respondents to rate their agreement levels and then the results is presented and discussed below:

**Table 10: Engagement of Italian cultural Institute**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	
The management in the institution is characterized by participation, teamwork and consensus	0	0.0%	0	0.0%	25	56.8 %	14	31.8 %	5	11.4 %	3.545 5
Employees of the institution is empowered by high responsibility	0	0.0%	15	34.1 %	9	20.5 %	10	22.7 %	10	22.7 %	3.340 9
The institute emphasize trust, human development, participation and openness	0	0.0%	0	0.0%	25	56.8 %	14	31.8 %	5	11.4 %	3.545 5
The institute always tries to employee's desire to learn and develop	0	0.0%	5	11.4 %	20	45.5 %	19	43.2 %	0	0.0%	3.318 2

The table above presents the respondent results about the engagement of the Italian cultural Institute at Addis Ababa. Different questions were asked to the respondents to measure and

assesses in what a level does the Italian cultural institute are existing. Hence the first questions which respondents were requested to give their agree levels were the management in the institution is characterized by participation, teamwork and consensus. This response was agreed by 14(31.8%) of the respondents, strongly agreed by 5(1.4%) of the respondents and the remaining 25(56.8%) of the respondents becomes neutral about the statement the management in the institution is characterized by participation, teamwork and consensus. The majority of the respondents agree about the idea The management in the institution is characterized by participation, teamwork and consensus. This implies that at Addis Ababa, Italian cultural institute the management in the institution is characterized by participation, teamwork and consensus.

The second statement which respondents requested to give their opinion were Employees of the institution is empowered by high responsibility. This response was disagreed by 15(34.1%) of the respondents and 9(20.5%) of the respondents becomes neutral about the idea Employees of the institution is empowered by high responsibility. The remaining 10(22.7%) of the respondents agree and 10(22.7%) of the respondents strongly agreed about the statement Employees of the institution is empowered by high responsibility. The majority of the respondents agreed about the statement Employees of the institution is empowered by high responsibility. This implies that at Addis Ababa, Italian cultural institute Employees of the institution is empowered by high responsibility.

The majority of the respondents were agreed about the statement the institute emphasize trust, human development, participation and openness. This implies that at Addis Ababa, Italian cultural institute emphasize trust, human development, participation and openness.

The majority of the respondents were agreed about the statement the institute always tries to employee's desire to learn and develop. This implies that at Addis Ababa, Italian cultural institute the institute always tries to employee's desire to learn and develop.

The overall mean about the statement raise in engagement of the institute were 3.437525. This indicates that the respondents become neutral raised on the ideas. This implies that there is a gap in engagement of the institute.

## 4.12. Adaptability of Italian cultural Institute at Addis Ababa

In this sections respondent were requested to rate their agreement on the adaptability of the Italian cultural institute. Employees of the Italian institute were requested to rate their agreement levels on the statement that can measure the adaptability of the institute. The results are discussed as follows:

**Table 11: Adaptability of Italian cultural institute**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	
The institute is willing to take risks	0	0.0%	18	40.9 %	15	34.1 %	11	25.0 %	0	0.0%	2.8409
The institute styles are characterized based on the demand in the inside environment	5	11.4 %	10	22.7 %	19	43.2 %	10	22.7 %	0	0.0%	2.7727
The employee is able to understand the environment and customer and then anticipate their future needs	0	0.0%	10	22.7 %	20	45.5 %	14	31.8 %	0	0.0%	3.0909
The institute gives values for new things	5	11.4 %	13	29.5 %	5	11.4 %	21	47.7 %	0	0.0%	2.9545

The response the institute is willing to sticks their necks out and take tasks were disagreed by 18(40.9%) of the respondents, neutral by 15(34.1%) of the respondents, and the remaining 11(25%) of the respondents agree about the statement the institute is willing to sticks their necks out and take tasks. The majority of the respondents disagreed about the statement the institute is willing to sticks their necks out and take tasks. This implies that at Addis Ababa, Cultural institute the institute is not willing to sticks their necks out and take tasks.

The statement the institute styles are characterized based on the demand in the outside environment were disagreed by the majority of the respondents. This implies that at Addis Ababa, Italian cultural institutions the institute styles are not characterized based on the demand in the outside environment.

The statement the employee is able to understand the environment and customer and then anticipate their future needs were disagreed by 10(22.7%) of the respondents, neutral by 20(45.5%) of the respondents and the remaining 14(31.8%) of the respondents agree about the statement the employee is able to understand the environment and customer and then anticipate their future needs. The majority of the respondents did not agree about the statement and hence this implies that at Addis Ababa, Italian cultural Institute the employee is not able to understand the environment and customer and then did not anticipate their future needs.

The last questions which respondents requested were the institute gives values for new things. This statement was strongly disagreed by 5(11.4%) of the respondents, disagreed by 13(29.5%) of the respondents, neutral by 5(11.4%) of the respondents and the remaining 21(47.7%) of the respondents agreed about the statement the institute gives values for new things. From this the majority of the respondents disagreed about the statement the institute gives values for new things. This implies that at Addis Ababa, Italian cultural institute the institute did not gives values for new things.

The overall mean about Adaptability of Italian cultural institute were 2.91475. This indicates that the respondents were becomes neutral about the statements raised in the Adaptability. This indicates that there is a gap in Adaptability of the institution.

#### **4.13. Consistency of Italian Cultural Institute at Addis Ababa**

This section discusses about the consistency of the Italian cultural Institute. The tables below presents the consistency of Italian cultural institute at Addis Ababa, hence then different questions or statements were requested to respondents to measure the consistency of the Italian cultural institute at Addis Ababa.

**Table 12: Consistency of the institutions**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	
There is a clear and uniform set of expectation among the members of the organization	0	0.0%	9	20.5 %	29	65.9 %	6	13.6 %	0	0.0%	2.9318
Leaders in the institute are skilled enough to achieve high agreement and reconcile different opinions on critical issues	0	0.0%	14	31.8 %	14	31.8 %	16	36.4 %	0	0.0%	3.0455
The institute is known in security of employment, predictability and stability	5	11.4 %	13	29.5 %	15	34.1 %	11	25.0 %	0	0.0%	2.7273

The first questions which respondents requested to give them agree level to measure the consistency of Addis Ababa, Italian cultural institute where there is a clear and uniform set of expectation among the members of the organization. This response was disagreed by 9(20.5%) of the respondents, neutral by 29(65.9%) of the respondents, agreed by 6(13.6%) of the respondents. From this e infer that the majority of the respondents disagreed by the statement there is a clear and uniform set of expectation among the members of the organization. This implies that at Italian cultural institute there is not a clear and uniform set of expectation among the members of the organization

The statement leaders in the institute are skilled enough to achieve high agreement and reconcile different opinions on critical issues was disagreed by 14(31.8%) of the respondents, neutral by 14(31.8%) of the respondents, and the remaining 16(36.4%) of the respondents agreed by the statement leaders in the institute are skilled enough to achieve high agreement and reconcile different opinions on critical issues. From here the majority of the respondents disagreed by the

idea and hence at Addis Ababa, Italian cultural institute leaders in the institute are did not skilled enough to achieve high agreement and reconcile different opinions on critical issues.

The majority of the respondents disagreed by the statement the institute is known in security of employment, predictability and stability. This implies that at Addis Ababa, Italian cultural institute the institute is not known in security of employment, predictability and stability.

The overall mean about the consistency of the Italian cultural institute were 2.901533. This indicates that the respondents become neutral about the statements raised in consistency. This implies that there is a gap in consistency in the institution.

#### 4.14. Mission of Italian Cultural Institute at Addis Ababa

This section deals about the cultural sections of (mission statement of Italian cultural institute at Addis Ababa. The table and discussion are discussed as follows:

**Table 13: Mission statement of the institute**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	Freq	Perc %	
The institute is result oriented	0	0.0%	5	11.4 %	24	54.5 %	15	34.1 %	0	0.0%	3.227 3
All employees in the institution have shared a view of desired future state	0	0.0%	14	31.8 %	11	25.0 %	18	40.9 %	1	2.3%	3.136 4
There is a clear set of objectives and goals of related with missions, visions and strategy of the Italian institution and all employees use it	1	2.3%	0	0.0%	24	54.5 %	19	43.2 %	0	0.0%	3.386 4
The institution has clear strategy to promote the Italian	0	0.0%	0	0.0%	30	68.2 %	14	31.8 %	0	0.0%	3.318 2

culture and language											
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Four statements were requested to measure the mission of the institute. The first statement which the institute were requested were about the institute is result oriented. This response was disagreed by 5(11.4%) of the respondents, neutral by 24(54.5%) of the respondents and agreed by 15(34.1%) of the respondents. This implies that the majority of the respondents agreed by the statement the institute is result oriented. This implies that at Addis Ababa, Italian cultural institute the institute is result oriented.

The second questions which respondents requested to measure were all employees in the institution have shared a view of desired future state. This response was disagreed by 14(31.8%) of the respondents, neutral by 11(25%) of the respondents and the remaining 18(40.9%) of the respondents agreed by the statement All employees in the institution have shared a view of desired future state. The majority of the respondents agreed by the statement all employees in the institution have shared a view of desired future state. This implies that at Italian cultural institute, Addis Ababa All employees in the institution have shared a view of desired future state.

The response there is a clear set of objectives and goals of related with missions, visions and strategy of the Italian institution and all employees use it were strongly disagreed by 1(2.3%) of the respondents, neutral by 24(54.5%) of the respondents, agreed by 24(54.5%) of the respondents. The majority of the respondents agreed by the statement there is a clear set of objectives and goals of related with missions, visions and strategy of the Italian institution and all employees use it. This implies that at Addis Ababa, Italian cultural institute there is a clear set of objectives and goals of related with missions, visions and strategy of the Italian institution and all employees use it.

The majority of the respondents were agreed by the statement the institution has clear strategy to promote the Italian culture and language. This implies that at Addis Ababa, Italian cultural institute the institution has clear strategy to promote the Italian culture and language.

The overall mean about the statements raised about mission were 3.267075. This indicates that respondents become neutral in the ideas and implies that there is gap in the institutions.

#### **4.15. Qualitative result from Interview**

Interview were performed with some higher official of the Italian cultural institute at Addis Ababa and from this they told that since the objective of the institutions is to promote the culture of the Italian to Ethiopia, it requires different methods. Some of the methods which they use to promote were through concerts, exhibitions, through master cards, theaters, or teaching the languages. The institutes emphasize mostly to promote the cultures of Italian to Ethiopia and by selecting the targets.

The respondent also believes that they are good in organizational culture and hence this helps to promote the language and culture effectively. They saw their effectiveness from the comments which they got from the outside environment.

They also believe that there is good communication internal communications inside of the company. The institutions employees are good reaction with each other and this helps to the institute easily promote their culture and language easily. They believe that most employees found in the institutions works for a long period of time and they saw as family with each other. There is a good teamwork, good environment, and good jobs.

The challenges found in the institutions to promote Italian cultures and languages were since they outsource different programs and programmers from Ethiopia the team invited to support the institute did not come on time, there is not punctuality in time, they do not presents as expected.

The institute uses different communications practices. But he significant one was they uses the institutions websites to promote the culture and language of Italian, with the support of picture and animations, social medias like Facebook, poster, they also use radio to promote the culture and languages.

To promote the culture the institute also gives training for students like AAU students, theaters produced and presented and sometimes exhibitions and concerts. They believe that they are doing well and they work together with the Ethiopia. They worked in collaboration with Addis

Ababa, they participate in decoration of Addis Ababa roads beatifications practices and they believe that Italian cultural institute has a good relation with outside of the environment.

They used different programs and prepares good which can impress the community. They work in collaboration with Ethiopian and also other countries which have common goals to promote the country's culture and language.

They perform sharing of culture and communications with Ethiopian. The institute prepares concerts in the integration of Ethiopia, with languages, films. Most of the times the concerts were prepared in Addis Ababa which helps to introduce the culture and culture.

The relation between the employees was having good work environments; there is a sharing of information with each other's.

The institutes work with National Theater, Yared School, ministry of tourism, AA Urban construction, and with government of Ethiopia. The programs are concerts, film festivals, workshops, experience sharing. Most of the times, they used poster, websites to promote their culture and languages.

#### **4.16. Result from Observations of the practices and programs which performed in the Institute**

From the result of the observations, the institute prepared different concerts. The programs include most of the times the institution prepared different programs in collaboration with Ethiopian companies to attract the attentions of the community. There are films which were presented by the institutions with Italian languages. The institutions have different programs to promote the culture and languages. The institute also has schools which supports it to promote the culture and language easily.

The institute invites different countries in the concert. The concert was sub divided in different section. It includes film, cultural promotion which introduces the Italian culture in the form of drama.



Figure 7: When invited peoples eats fast food before the program started

In here in the above figure the picture indicates that after the Italian cultural institute prepared and invited the community for the concert, the people from different country come to participate and enjoy on the program. The first steps were there is some fast food which prepared for the invited peoples. As we saw in the picture some of the participant eats and the others are waiting the programs. Actually, it was an interesting, the food was prepared and although there is no one invites and collaborate persons who needs to take fast food could take it and eat. The fast food prepared were Ethiopian fast food like Biscuit, and other bakery products.

The problems the researcher saw in this observation were, it was the time which the Italian cultural institute can promote their culture perfectly. But they do not use the opportunity. As we

know food is one of the strongest parts of cultural identities. In this case the institute can promote their culture by preparing their own cultural foods and then the community would adapt it. It was their limitation or gaps of the institute. They could use the advantage.



Figure 8: Audience talks and plays with their freinds before enter in to the program

The figure in the above indicates that before the program started different peoples from different countries witting of the program. Each of the people plays and discusses with each other. Person who come individually without friends did not play. The only options found for this person is to look others people.

These challenges could be solved if the institute prepared other programs which can attract the attentions of the follower. This may be an animation of Italian cultural institute, Languages spoken through speaker, or other short events which can attract the community and promote the Italian culture.



Figure 9: The start of the programs with Ethiopian musician

This is the start of the program. Before the program started there were some initiators which were prepared by Ethiopian experts and songs about Ethiopia. It was an interesting and could attract the attentions of the people. It indicates that recognition of the country Ethiopia, this makes happy for the community who travels to participate on the events. It was the start of the program and it were a critical time to attract the audiences. Really, they attract the audiences.

The figure below is when invited community saw Italian films with sub titles English language



Figure 10: Audience looks the film with attention

As we saw in the figure above it was a time in which the invited people from different country saw the film. It was an interesting and the people from different countries look the film with attentions. The people found in the class were happy. The film was transmitted in the language of Italian language but it was translated to the language of English in which all the people can understand it.

The limitation of this time is since it is in Ethiopia the community outside the institutions speaks fluently Amharic, not all community can communicate in English languages. That mean the only followers of the institution becomes the educated persons and peoples who come from other country which can speaks English perfectly. This reasons drawback the institute to promote their culture and languages to all the community of Ethiopia. It only goes with the peoples who is enjoying.



Figure 11:Invited peoples waiting the programs and plaining with each other with friends

Here is also the institute compound. We saw that different peoples participated on the program. But there is few numbers of Ethiopian people's found in the concert. Different reasons may be raised for this problem. The community may not know the about program, other may be since the language of the medium is English the peoples can't understand what is transmitted in the programs. This and others reason limits the institute.

As we saw also there is a few numbers of decorations found in the institutions surrounding. They can use the time and the place to introduce about the institute more.



Figure 12: Ethiopian experts transfers the culture of Italian for the audience

This was a time in which the Italian culture was introduced in the form of short comedy. The presenter or actors are Ethiopian nations and which understands the Italian culture and tries to transfer the Italian cultural institute.

When we saw the playground some pictures are found which introduce the Italian culture. It was good it can promote the Italian culture in good way. The people who are invited on the concert looks each of the pictures found and ask what they are. This time the community will adapt the culture of the Italian and internalize it. It was good.



Figure 13: Italian cultural institute director's invites and welcomes the people

The above picture shows the invitations of the Italian cultural institute directors for the participants. It was good welcoming of the peoples. The medium of the instruction were English languages.

Some communication gaps were seen on this section. It is in Ethiopian; therefore if the inviters mix some local languages the community outside the institution becomes happy. It would become easy to promote their culture. This is observed as a gap of communication from the Italian cultural institute. It looks like they did not saw what the youth and community outside the institution needs.



Figure 14: The Italian films with English subtitles

The above picture indicates that the film is seen for the audiences. The Italian cultural institutes try to promote their culture and language to promote easily. They select films as one of the mediums which can promote their language and culture. It is real film can promote culture and language easily. The history of the films was linked started from Ethiopia and go to Italian. It was better the linking of the two countries to attract the attentions of the community and becomes easy to understand the film. This is the positive side of the institution approaches and the negative side it as we saw the film is transferred through sub titles. These subtitles were in the language of English. It was better if it in Ethiopian local languages since the community did

could not speak and understand perfectly English. Therefore it is recommended that the film subtitles were in local language of Ethiopian. This would attract the community outside of the institutions.

# CHAPTER FIVE

## 5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1. Summary

The purpose of the study was to investigate the organizational culture and communication of the Italian cultural institute to promote Italian culture and languages in Italian cultural institute at Addis Ababa. It aims to the institution to see in what position they found and helps to see their gaps and increase their communication and cultural experience of the institute.

The study is a descriptive research design and mixed of both quantitative and qualitative research approach was employed to investigate the organizational culture and organizational communication of the institute. All 47 employees were taken as a sample which mean a census research sampling were used in this study.

The analysis was done both quantitatively and qualitatively. In quantitative section frequency, percent, mean and standard deviation were used to analyses the primary data prepared in the Likert scale types of questionnaires.

The result indicates that, Italian cultural institute, Addis Ababa, communication at organizational integration have gaps. The overall mean about the statements personal feedback communication of Italian cultural institute were 3.64 which indicates that the respondents agreed about the statements raised in personal feedback communication of Italian cultural institute. This indicates that Italian cultural institute at Addis Ababa are in good condition of personal feedback communication system. Respondents agreed by the statements raised in organizational perspective of Italian cultural Institute, Addis Ababa. This implies the institution is in good levels. The overall mean about communication climate of the institution were 2.86. This indicates that the respondents become neutral about the statements raised about the communication climate of the institution. Therefore, there is a gap at Italian cultural institute

Addis Ababa. Respondents did not agree about the statement raised. This implies that there is gap in superiors' communication at Addis Ababa, Italian cultural institute.

The overall mean about the statements raised in the topic of communication quality were 2.806825. This indicates that the respondents disagreed by the statements raised in the topic. Therefore, there is a gap in communication quality at Italian cultural institute at Addis Ababa. The overall mean about the statements raised in informal communication were 3.60795. This implies that at Addis Ababa, Italian cultural institute there is informal communication.

When we saw the cultural assessment of the Italian cultural institute the overall mean about the statement raise in engagement of the institute were 3.437525. This indicates that the respondents become neutral raised on the ideas. This implies that there is a gap in engagement of the institute. Respondents were neutral about the statements raised in the Adaptability. This indicates that there is a gap in Adaptability of the institution. The overall mean about the consistency of the Italian cultural institute were 2.901533. This indicates that the respondents become neutral about the statements raised in consistency. This implies that there is a gap in consistency in the institution. The overall mean about the statements raised about mission were 3.267075. This indicates that respondents become neutral in the ideas and implies that there is gap in the institutions.

From the interview the result indicates, that Italian cultural institute try to do all what they can to promote the Italian culture and language. Different methods and programs were used to promote their culture.

To promote the culture the institute also gives training for students like AAU students, theaters produced and presented and sometimes exhibitions and concerts. They believe that they are doing well and they work together with the Ethiopia. They worked in collaboration with Addis Ababa, they participate in decoration of Addis Ababa roads beatifications practices and they believe, that Italian cultural institute has a good relation with outside of the environment.

They used different programs and prepares good which can impress the community. They work in collaboration with Ethiopian and also other countries which have common goals to promote the country's culture and language.

They perform sharing of culture and communications with Ethiopian. The institute prepares concerts in the integration of Ethiopia, with languages, films. Most of the times the concerts were prepared in Addis Ababa which helps to introduce the culture and culture.

Still the institute tries to know what the youth and community outside the institute needs. As from the interview resulted the institute prepares programs with integration of different organizations in Ethiopia.

From the observations the researcher summarizes that the Italian cultural Institute have a limitation in communication and culture in promoting of their culture and languages through different programs.

## **5.2. Conclusion**

The study was investigation of communication and culture of the Italian cultural institutions Addis Ababa. Descriptive research design and mixed of qualitative and quantitative research were employed in the study. Closed ended questionnaires were distributed for the selected population of 47 employees of Italian cultural institute, Addis Ababa and then 44 questionnaires were filled and returned for analysis and an interview were employed with the employees who have Italian nationality.

Italian cultural institutions at Addis Ababa have a gap in communication climate of the institution, superiors' communication at Addis Ababa, Italian cultural institute, communication quality, and in cultural dimensions there is a gap in engagement of the institute, Adaptability of the institution, consistency in the institution, and mission. The institution would not know the community outside the institution. This is a gap of the institute to promote the Italian culture and languages for the community. The institution do not seem to mind the associated costs and time commitment involved since they get a good picture and understanding of their own organizational cultures, their strengths, limitations, and specific pathways to improve organizational alignment and performance. From the result of the observations, the institute prepared different concerts. The programs include most of the times the institution prepared different programs in collaboration with Ethiopian companies to attract the attentions of the

community. The institutions have different programs to promote the culture and languages. The institute also has schools which supports it to promote the culture and language easily. But this time there is a limitation of viewing the institutes cultural and communication characteristics.

### **5.3. Recommendations**

The researcher recommends the Italian cultural institute:

- The institute should give attentions for communication climate of the institution.
- It is better to becomes in good communication climate of the institution which helps for the cultural introduction to Ethiopian people.
- The institutions should be active in superiors' communication, and communication quality should be given more attentions.
- The institute has to know the importance of knowing the cultural perspective of the environment.
- Both the leadership and employees of long service (experienced workers) should mentor young employees. If leaders of the institute mentor employees they easily clear the road to share values, goals, mission and vision. This will narrow the gap between the concluded market culture and the preferred clan culture
- Employees in the lower position of the organization tend to keep their opinion to themselves especially in public. This is perhaps because of intimidations so that the leadership of the Italian cultural institute should train them to be assertive.
- Team unity tends to be strengthened when members see some sign of competition between them and other teams. Team leaders should purposely induce competition among their members so that the work group may be motivated to demonstrate a greater team sprite.
- Organizational cultures need to have some compatibility with the demands of their environment. As indicated on both average and individual organizational profiles the discrepancy between “Now” and “Preferred” tell which area needs change

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# APPENDIX I: QUESTIONNAIRE

ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION

DEPARTMENT OF PUBLIC RELATION AND STRATEGIC  
COMMUNICATION

Dear Sir/Madam

## RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a Postgraduate student at Addis Ababa University. As partial fulfillment for the MA Program department of public relation and strategic communication, I am conducting a research study on Investigation **in to organizational culture and Organizational communication at Italian cultural institute in Addis Ababa in promoting Italian culture and language.** Therefore, I would appreciate if you could spend a few minutes of your time to answer the following questions. All the information provided will be purely used for academic purposes and your identity will be treated with utmost confidentiality. I value your participation and thank you for the commitment of time, energy and effort. If you have any further questions, I can be reached at the address below.

Sincerely,

**Senayt Alemayehu**

Email:

Phone +251-9

## SECTION A: GENERAL INFORMATION

Please mark (X) in appropriate box to your response.

A. Gender

1. Male                       2. Female

B. Age

1. Less than 20                       2. 21- 25                       3. 26- 30

4. 31 - 35  5. Above 36

C. Educational level

1. Diploma  2. Bachelor Degree

3. Master Degree  4. PhD  5. If Other state here \_\_\_\_\_

D. Marital Status

1. Single  2. Married  3. Divorce  4. Widowed

E. Year of Experience you have worked in the institute (Your company)?

1. 1 – 5 years  2. 6 – 10 years

3. 11 – 15 years  4. 16-20 years  5. Above 21 years

F. Types of work position

1. Temporary  2. contract  3. Labor

4. Other state here \_\_\_\_\_

G. Your Nationality

1. Italian  2. Ethiopian  3. Other state

here \_\_\_\_\_

**SECTION B: COMMUNICATION ON PROMOTING ITALIAN LANGUAGE AND CULTURE**

Please mark (X) in appropriate box to your response. Indicate with a (X) in the appropriate answer box according to Italian language and communication, you can mark X in the appropriate number to indicate the extent to which you agree or disagree with each statement as per rating; The rating of your response is as follows:

1=Strongly Disagree (SD) 2= Disagree (D) 3=Neutral(N) 4=Agree (A) 5=Strongly Agree(SA)

N <sup>o</sup>	Questions	1 SD	2 D	3 N	4 A	5 SA
<b>I</b>	<b>Organizational Integration</b>					
1	There is clear information about the job description in the Italian institute of culture in Addis Ababa.					
2	Information regarding to my progress in career is clear in the institute					
3	Information regarding to the objective of department and institute is clear					
4	Clear information about my job, career and objective of institute makes easy to promote the Italian culture and language to other					
<b>II</b>	<b>Personal Feedback</b>					
1	The institute acknowledge my merits					
2	The evaluation system of the institute is transparency and clear					
3	Superiors are clearly understanding any problem which happen to me in Italian cultural institute in Addis Ababa					
4	Information the way my request is solved are clear and active in the institute					
5	The transparency of the institute empowers me to promote Italian culture and language.					
<b>III</b>	<b>Organizational Perspective</b>					
1	Information about the failure and or accomplishment of the institute is clearly told to us in the institute					
2	Information about any change in the institute is clearly told to us.					

3	I know the information about the budget of the institution					
4	Since I know the goals and objective of the institute it is easy to promote the Italian culture and language					
<b>IV</b>	<b>Communication climate</b>					
1	The extent to which the institute communication motivates me to promote the Italian culture and language easily					
2	The extent to which the people from the institute have good communication skills motivates me to promote the Italian culture and language easily					
3	The extent in which the institute communication makes me fell to identify with the organization to do my task easily					
4	The extent of solving problem in the institution motivates me to easily promote Italian culture and language					
<b>V</b>	<b>Relation to Superiors</b>					
1	Extent to which my superiors listen to me when I have a problem motivates me to easily promote Italian culture and language					
2	Extent to which my superiors help me to solve my problem motivates me to easily promote Italian culture and language					
3	My supervisor trusts me sufficiently					
4	My supervisor is open to my ideas makes me motivate in the institution					
<b>VI</b>	<b>Communication Quality</b>					
1	The meetings are well organized in the institution					
2	Written communication is clear and concise in the institute and hence motivates me to promote the Italian culture and language					

3	The extent in which there is a health communication motivates me to easily promote Italian culture and language					
4	The extent in which the organization communication is relevant in promoting the Italian culture and language					
<b>VII</b>	<b>Informal Communication</b>					
1	Compatibility among the members of my department motivates me to easily promote Italian culture and language					
2	The informal communication is active in the institute					
3	Communication with other member of the organization is free and clear					
4	There is high extent of communication practices can be adapted to emergency situations					

### **SECTION-C: ORGANIZATIONAL CULTURE ON PROMOTING CULTURE AND LANGUAGE**

The table below examines the organizational culture of the institute on the four dimensions of culture. To what extent are the institution found. Respondents are expected to choose one from the scales for each characteristic.

<b>N<sup>o</sup></b>	<b>Questions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>I</b>	<b>Engagement</b>					
1	The management in the institution is characterized by participation, teamwork and consensus					
2	Employees of the institution is empowered by high responsibility					

3	The institute emphasize trust, human development, participation and openness					
4	The institute always tries to employee's desire to learn and develop					
<b>II</b>	<b>Adaptability</b>					
1	The institute is willing to sticks their necks out and take tasks					
2	The institute styles are characterized based on the demand in the outside environment					
3	The employee is able to understand the environment and customer and then anticipate their future needs					
4	The institute gives values for new things					
<b>III</b>	<b>Consistency</b>					
1	There is a clear and uniform set of expectation among the members of the organization					
2	Leaders in the institute are skilled enough to achieve high agreement and reconcile different opinions on critical issues					
3	The institute is known in security of employment, predictability and stability					
<b>IV</b>	<b>Mission Statement</b>					
1	The institute is result oriented					
2	All employees in the institution have shared a view of desired future state					
3	There is a clear set of objectives and goals of related with missions, visions and strategy of the Italian institution and all					

	employees use it					
4	The institution has clear strategy to promote the Italian culture and language					

**APPENDIX II: INTERVIEW**  
**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF JOURNALISM AND COMMUNICATION**  
**DEPARTMENT OF PUBLIC RELATION AND STRATEGIC**  
**COMMUNICATION**

Dear Sir/Madam

**RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I am a Postgraduate student at Addis Ababa University. As partial fulfillment for the MA Program department of public relation and strategic communication, I am conducting a research study on Investigation **in to organizational culture and Organizational communication at Italian cultural institute in Addis Ababa in promoting Italian culture and language.** Therefore, I would appreciate if you could spend a few minutes of your time to answer the following questions. All the information provided will be purely used for academic purposes and your identity will be treated with utmost confidentiality. I value your participation and thank you for the commitment of time, energy and effort.

Sincerely,

**Senayt Alemayehu**

1. How do you express organizational culture in your organization?
2. What are the most important characteristics of organizational culture which are highly emphasized
3. How do you explain the effect of organizational culture to promote Italian culture and language in Addis Ababa, Ethiopia?
4. What is the infra organizational communication practice of your company?
5. Are there any challenges which your institute got to promote Italian culture and language? If their please tell?
6. What is the communication practice of Italian cultural institute in Addis Ababa, Ethiopia looks like?

# APPENDIX III: QUESTIONNAIRE IN AMHARIC

አዲስ አበባ ዩኒቨርሲቲ

የጋዜጠኛ እና ኮሚዩኒኬሽን ትምህርት ቤት

የሕዝባዊ ግንኙነት እና የስትራቴጂክ ኮሚዩኒኬሽን መግለጫ

ውድ መልስ ሰጭ

በምርምር ጥናት ውስጥ ለመሳተፍ የቀረበ ጥያቄ

በአዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ ተማሪ ነኝ። ለሕዝብ ግንኙነት እና ለስትራቴጂካዊ ግንኙነት የ ሁለተኛ ዲግሪ ፕሮግራም ክፍል ከፊል ማሟያ ጥናት በማድረግ ላይ እገኛለሁ። የጥናቱ ርዕስ የጣሊያን ባህል እና ቋንቋን በማስተዋወቅ ረገድ በአዲስ አበባ ውስጥ በሚገኘው የጣሊያን ባህላዊ ተቋም ውስጥ በድርጅታዊ ባህል እና ድርጅታዊ ግንኙነት ላይ ምርምር ጥናት እያካሂድኩ ነው። ስለዚህ የሚከተሉትን ጥያቄዎች ለመመለስ ጊዜዎን ጥቂት ደቂቃዎች ቢሰጡኝ ደስ ይለኛል። የቀረበው መረጃ ሁሉ ለትምህርታዊ ዓላማዎች ሙሉ በሙሉ ጥቅም ላይ ይውላል እና ማንነትዎ በከፍተኛ ሚስጥራዊነት ይታከላል። ተሳትፎዎን ከፍ አድርጌ ለጊዜዎ ፣ ለኃይልዎ እና ጥረትዎ ቁርጠኝነት ቀድሜ አመሰግናለሁ። ተጨማሪ ጥያቄዎች ካሉዎት ከዚህ በታች ባለው አድራሻ ላይ እገኛለሁ።

ከሰላምታ ጋር፣

ሰናይት አለማየሁ

Email: senayt.alemayehu1219@gmail.com

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**ክፍል ሀ: አጠቃላይ መረጃ**

እባክዎን ለእርስዎ ምላሽ በተገቢው ሳጥን ውስጥ (X) ን ምልክት ያድርጉ።

A. ስርአተ ጾታ

- 1. ወንድ
- 2. ሴት

B. እድሜ

- 1. ከ 20 በታች
- 2. 21- 25
- 3. 26- 30
- 4. 31 - 35
- 5. ከ 36 በላይ

C. የትምህርት ደረጃ

- 1. ዲፕሎማ
- 2. ባችለር ድግሪ
- 3. ሁለተኛ ድግሪ
- 4. ፒ ኤች ዲ
- 5. ሌላ ካለ ይግለጹ \_\_\_\_\_

D. የጋብቻ ሁኔታ

- 1. ያላገባ
- 2. ያገባ
- 3. የተለያየ
- 4. መበለት

E. በኢንሰቲቲዩቱ የሰሩበት የስራ (የአገልግሎት) ጊዜ (በድርጅቱ ውስጥ)?

- 1. 1 — 5 አመት
- 2. 6 — 10 አመት
- 3. 11 — 15 አመት
- 4. 16-20 አመት
- 5. ከ 21 አመት በላይ

F. የቀጥር ሁኔታ

- 1. ጊዜያዊ
- 2. ኮንትራክት
- 3. የጉልበት ሰራተኛ
- 4. ሌላ ካለ ይግለጹ \_\_\_\_\_

G. ዜግነት

- 1. ኢጣልያዊ
- 2. ኢትዮጵያዊ
- 3. ሌላ ካለ ይግለጹ \_\_\_\_\_

**ክፍል ለ፡የጣሊያን  እና ባህል ላይ የሚደረግ ግንኙነት**

እባክዎን ለእርስዎ ምላሽ በተገቢው ሳጥን ውስጥ ( X ) ን ምልክት ያድርጉ። በኢጣልያን ባህል እና ኮምንኬሽን መሠረት በተገቢው መልስ ሳጥን ውስጥ በ ( X ) ያመልክቱ፣ በእያንዳንዱ ደረጃ ላይ መስማማትዎን ወይም የማይስማሙበትን መጠን ለማመልከት በተገቢው ቁጥር (X) ን ምልክት ማድረግ ይችላሉ ፣ የምላሽዎ ደረጃ እንደሚከተለው ነው፡-

1= በጣም አልስማማም (በአ) 2= አልስማማም (አ) 3=ገለልተኛ (ገ) 4= እስማማለሁ (እ) 5= በጣም እስማማለሁ (በእ)

N <sup>o</sup>	ጥያቄ	1 በአ	2 አ	3 ገ	4 እ	5 በእ
I	<b>የድርጅቱ መዋሃድ</b>					
1	በአዲስ አበባ ውስጥ በሚገኘው የጣሊያን የባህል ተቋም ውስጥ ስለ ሥራ መግለጫ ግልፅ መረጃ አለ					
2	በስራ ላይ ያለኝን እድገት በተመለከተ መረጃ በተቋሙ ውስጥ ግልፅ ነው					
3	የመምሪያውን እና የተቋሙን ዓላማ በተመለከተ መረጃ ግልፅ ነው					
4	ስለ ሥራዬ እና ስለ ተቋሙ ዓላማ ግልጽ መረጃ የጣሊያን ባህል እና ቋንቋን ወደ ሌላ ለማስተዋወቅ ቀላል ያደርገዋል					
II	<b>የግል ግብረመልስ</b>					
1	ተቋሙ የእኔን አገልግሎት እውቀት ይሰጣል					
2	የተቋሙ የግምገማ ስርዓት ግልፅነት እና ግልፅ ነው					
3	የበላይ አካላት በአዲስ አበባ ውስጥ በጣሊያን ባህላዊ ተቋም ውስጥ የሚደርሰውን ማንኛውንም ችግር በግልፅ እየተገነዘቡ ነው					
4	ጥያቄዬ የተፈታበት መንገድ በተቋሙ ውስጥ ግልፅ እና ንቁ ናቸው					
5	የተቋሙ ግልፅነት የጣሊያን ባህል እና ቋንቋን ለማሳደግ ኃይል ይሰጠኛል					

III	<b>ድርጅታዊ ዕይታ</b>					
1	የተቋሙ ውድቀት እና አፈፃፀም መረጃ በተቋሙ ውስጥ በግልጽ ይነገረናል					
2	በተቋሙ ውስጥ ስላለው ማንኛውም ለውጥ መረጃ በግልጽ ለእኛ ይነገረናል					
3	ስለ ተቋሙ በጀት መረጃ አውቃለሁ					
4	የተቋሙን ግቦች እና ዓላማ ካወቅኩ በኋላ የጣሊያን ባህል እና ቋንቋን ማስተዋወቅ ቀላል ነው					
IV	<b>የ□□□□□ ግንኙነት ጸባይ</b>					
1	የተቋሙ ግንኙነት የጣሊያን ባህል እና ቋንቋን በቀላሉ ለማሳደግ ያነሳሳኛል					
2	የተቋሙ ሰዎች ጥሩ የግንኙነት ችሎታ ያላቸውበት መጠን የጣሊያን ባህል እና ቋንቋን በቀላሉ ለማሳደግ ያነሳሳኛል					
3	የተቋሙ ግንኙነት የእኔን ሥራ በቀላሉ ለማከናወን ከድርጅቱ ጋር እንድለይ የሚያደርገኝ መጠን					
4	በተቋሙ ውስጥ የመፍታት ችግር መጠን የጣሊያን ባህልን እና ቋንቋን በቀላሉ ለማስተዋወቅ ያነሳሳኛል					
V	<b>ከ አለቆች ጋር ያለ ቅርብ</b>					
1	ችግር ሲኖርብኝ የበላይ አለቆቼ የሚያዳምጡኝ ስልእሆነ የተራቀቀ የጣሊያን ባህል እና ቋንቋን በቀላሉ ለማሳደግ ያነሳሳኛል					
2	ችግሮቼን ለመፍታት የበላይ አለቆቼ የሚረዱኝ የተራቀቁበት መንገድ የጣሊያን ባህል እና ቋንቋን በቀላሉ ለማሳደግ					

	ያነሳሳኛል					
3	ተቆጣጣሪዬ በበቂ ሁኔታ ታምነኛለች/ያምነኛል					
4	የእኔ ተቆጣጣሪ ለሀሳቦቼ ክፍት ነው ይህም በተቋሙ ውስጥ ለስራ እንድነሳሳ ያደርገኛል					
VI	የመግባባት ግንኙነት ጥራት					
1	ስብሰባዎቹ በተቋሙ ውስጥ በጥሩ ሁኔታ የተደራጁ ናቸው					
2	የጽሑፍ ግንኙነት በተቋሙ ውስጥ ግልፅ እና አጭር ነው ስለሆነም የጣሊያን ባህል እና ቋንቋ እንድስፋፋ ያነሳሳኛል					
3	ጤናማ የሆነ የመግባባት ግንኙነት የሚገኝበት መጠን የጣሊያን ባህልን እና ቋንቋን በቀላሉ ለማሳደግ ያነሳሳኛል					
4	የጣሊያን ባህል እና ቋንቋን በማስተዋወቅ ረገድ የድርጅት ግንኙነት ተገቢ የሆነበት መጠን ጠቅሞኛል					
VII	ኢ_መደበኛ የመግባባት ግንኙነት					
1	በዲፓርትመንቱ አባላት መካከል ተኳሃኝነት የጣሊያን ባህል እና ቋንቋን በቀላሉ ለማሳደግ ያነሳሳኛል					
2	ኢ_መደበኛ የመግባባት ግንኙነት በተቋሙ ውስጥ ይሠራል					
3	ከሌሎች የድርጅቱ አባል ጋር የሚደረግ ግንኙነት ነፃ እና ግልፅ ነው					
4	ከፍተኛ የግንኙነት ልምዶች ከአደጋ ጊዜ ሁኔታዎች ጋር ሊጣጣሙ ይችላሉ					

**ክፍል-መ-በፕሮጀክት ባህላዊ እና ግብይት ላይ የሚደረግ ባህላዊ ባህል**

ከዚህ በታች ያለው ሰንጠረዥ የተቋሙን ድርጅታዊ ባህል በአራት የባህል ልኬቶች ላይ ይመረምራል። ተቋሙ እስከ ምን ያህል ነው የሚገኘው፣ ምላሽ ሰጭዎች ለእያንዳንዱ ባሕርይ ከሚለካው ሚዛን አንዱን ይመርጣሉ ተብሎ ይጠበቃል።

N <sup>o</sup>	ጠያቂ	1	2	3	4	5
		በአ	አ	ግ	እ	በእ
I	<b>ተሳትፎ</b>					
1	ተቋሙ ውስጥ ያለው አስተዳደር በተሳትፎ ፣ በቡድን እና በስምምነት ተለይቶ ይታወቃል					
2	የተቋሙ ሠራተኞች በከፍተኛ ኃላፊነት እንዲበረታቱ ኃይል ተሰጥቷቸዋል					
3	ኢንስቲትዩቱ እምነትን ፣ ሰብዓዊ እድገትን ፣ ተሳትፎን እና ክፍትነትን ያጎላል					
4	ተቋሙ ሁል ጊዜ የሰራተኛውን ፍላጎት ለማስተማር እና ለማዳበር ፍላጎት አለው					
II	<b>ተጠጥሞ መኖር</b>					
1	ኢንስቲትዩቱ ክድርጅቱ ወጭ አውጥተው ተግባሮችን ለመውሰድ ፈቃደኛ ነው					
2	የተቋሙ ቅጦች (ስታይል) በውጭው አካባቢ ባለው ህብረተሰብ ፍላጎት ላይ የተመሰረቱ ናቸው					
3	ሰራተኛው አካባቢውን እና ደንበኛውን መረዳትና ከዚያ የወደፊት ፍላጎታቸውን አስቀድሞ መገመት ይችላል					
4	ተቋሙ ለአዳዲስ ነገሮች እሴቶችን ይሰጣል					

III	ወጥነት					
1	በድርጅቱ አባላት መካከል ግልጽ እና ወጥ የሆነ ተስፋ አለ					
2	በተቋሙ ውስጥ ያሉ መሪዎች ከፍተኛ ስምምነትን ለማምጣት እና ወሳኝ በሆኑ ጉዳዮች ላይ የተለያዩ አስተያየቶችን ለማስታረቅ በቂ ችሎታ ያላቸው ናቸው					
3	ኢንስቲትዩቱ በስራ ፣ በመተንበይ እና በመረጋጋት ደህንነት ይታወቃል					
IV	ተልእኮ መግለጫ					
1	ተቋሙ ውጤት ተኮር ነው					
2	በተቋሙ ውስጥ ያሉ ሁሉም ሰራተኞች የሚፈለገውን የወደፊት ሁኔታ እይታቸውን አካፍለዋል					
3	የጣሊያን ተቋም ተልእኮዎች ፣ ራዥሞች እና ስትራቴጂዎች እና ሁሉም ሰራተኞች የሚጠቀሙባቸው ግልጽ ዓላማዎች እና ግቦች አሉ					
4	ተቋሙ የጣሊያን ባህል እና ቋንቋን ለማስተዋወቅ ግልጽ ስትራቴጂ አለው					

## APPENDIX IV: PICTURES IN THE CONCERT

