



ADDIS ABABA UNIVERSITY

COLLEGE OF SOCIAL SCIENCES, ARTS & HUMANITIES

SCHOOL OF MEDIA AND COMMUNICATION

**EVALUATING EXTERNAL COMMUNICATION: A CASE STUDY
OF ETHIOPIAN ATHLETICS FEDERATION WITH SELECTED
STAKEHOLDERS: A CASE STUDY OF PARIS OLYMPIC**

By

Tamrat Abera

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ADDIS ABABA, ETHIOPIA

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**A Thesis to be submitted to the school of graduate studies of Addis
Ababa University in partial fulfillment of the requirement for the
degree of Master of Arts in Public Relation and Strategic
Communication**

Advisor

Teshager Shiferaw (PhD)

June, 2025

Addis Ababa, Ethiopia

DECLARATION

I, am Tamrat Abera, hereby declare that this thesis entitled EVALUATING EXTERNAL COMMUNICATION; A CASE STUDY OF ETHIOAPIAN ATHLTICS FEDERATION WITH SELECTED STAKEHOLDERS IN LAST TWO YEARS is entirely my own work. All sources used or referred to have been properly cited and acknowledged. No part of this thesis has been submitted for any other degree or qualification.

By Tamrat Abera

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Department Head _____

Advisor _____

Examiners _____

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Abstract

This research paper Evaluate external communication performance of Ethiopian Athletics Federation with selected stakeholders for last two Years. The study integrates data from EAF resource Mobilizing and communication department, selected athletes and coaches, some sport journalists, Ethiopian Athletics Federation Executive board former members and selected regional Athletics Federation representatives. Based on the data that collected from the stakeholders; the analysis done on the performance of EAF external communication in last two years. This research analyzed by using mixed (Qualitative and quantitative) research design. EAF tools of communication, the methods of communication, Challenges that faced Ethiopian Athletics Federation are illustrated. Out of 37 respondent 35; almost 95% prevailed Face book Social media plat forms and the remaining two preferred Telegram plat forms. The study identifies challenges such as lack of materials, shortage of Professionals, negative attitude towards External communication, lack of Human resources, intention of disobeying rules and regulation of Ethiopian Athlete and Coach selection scales, lack of need to improve external communication appearance and other date are stated on the research. The research also acknowledges the positive decision on Changing to external communication performance for the feature of Ethiopian Athletics Federation on the area of External communication with stakeholders. The findings of the research show that EAF's Resource mobilizing and communication department last two Years external communication performance is poor. In order to solve such weakness, revising its strategies, minimize its conflict with stakeholders, willing to adapt change and ready to accept the public opinion, working corporately with other departments and federation's stake holders, changing attitudes towards communication allocating modern media Facilitate and logistics to the department, Solving lack of budget and employed trained professionals, empower to exercise its power freely to maximize the performance of external communication and working with media are some of the recommendation of this research. In general the research reveals that EAF's external communication practice against selected stakeholders (Athletes, Coaches, Medias and regional federation) is poor.

Key words: Ethiopian Athletics Federation (EAF), Ethiopian Olympic committee (EOC), Public Relation (PR), Stakeholders, Organizational Communication, External communication, Media, Athletes, Coaches, Regional federations, Sport Journalists, Public Communication (PC).

CHAPTER ONE

Introduction

This research evaluates the external communication performance of Ethiopian Athletics Federation with selected stakeholders. The research focused on last two years performance of Ethiopian Athletics Federation on the case study of Paris Olympic 2024. It begins by presenting a comprehensive background of Ethiopian Athletics Federation and other institute. Statements, questions and other issues entertain on this chapter.

1.1. Background of the study

Communication is a Latin word which mean common. Communication is defined as it is the process of transmitting and receiving of information or it is the transferring and changing of thoughts or idea's from one person (or a group of persons) or any organization to others, so that they can be understood and act. As scholars of the field such as Shockley-Zalabak, Pamela (2015) explain Communication is central to everything.

Specialists of the field Thomas, (2001) and Daft (1995) illustrate that communication can be classified as interpersonal and organizational communication. Interpersonal and organizational communication has their own features and purposes. Organizational communication encompasses various systems, individuals, group of people and involves different activities than other level of communication activity. Particularly, regarding the concept of organizational communication; many scholars have put their view by defining what mean by organization and provided detail explanation about organizational communication.

Regarding the organizational external communication various studies has been conducted on private and government organization. As scholars view organizational communication and study refers to organizations internal communication, external communication or public relation strategies, implementation of strategies, barriers and enablers and impacts of effective and ineffective internal and external communication (public relation) on organization and the environment (Rensburg and Cant, 2009 Cutlip et al. 2000).

Researchers of the field such as Noble Laureate and Herbert Simon (2008), Daft, (1995) underlined that, organizational external communication studies and practice focused largely on the role of external public relation (communication) in improving organizational achievements, relation with others and organizational output and how barriers of communication affect organization in various aspects. The scholars briefed that external Communication is unavoidable in any organization and crucial for all organizational management function and to maintain smooth and encouraging relation with the environment.

More importantly, external communication is crucial and fundamental tool for organization to alleviate and overcome unjust situations and full fill demands of the environment. Therefore organizations should be serious about planning external communication strategies (Noble Laureate and Herbert Simon (2008)).

Regarding organizations communication plan researchers such as Noble Laureate and Herbert A. Simon (2008) explained that developing external communication plan or strategies it includes; Creating of an open participatory communication environment, Selecting of appropriate medium, developing goal oriented content that ensure success on sending and receiving messages among stakeholders to achieve business and common goals.

Shockley-Zalabak, Pamela (2015), illustrate that for organizations to be successful and ensure effective external public communication, they must have competent communication strategies, communicators, public relation professionals, initiative leaders, organizations information system, and well-designed organizational structure, communication culture, communication strategy, open communication environment and adaptation of using new technologies. The scholars added that Organizational communication study shows effective external public communication is crucial to achieve organizational objectives and create conducive environment within and build strong and participatory relation with the public (environment) than those organization known by in ineffective internal and external public communication.

Many litterateurs and surveys indicate that the effectiveness of any public or private organizations external public communication (public relation operation) determined by various internal and external factors. Shockley-Zalabak, Pamela (2015), Balogue explained that,

organizational external public communication faces various internal and external communication barriers. The major constraints make the external public communication ineffective. According to them largely in developing countries government organization external public communication failure is visible.

As they explained poor organizational structure, poor information system, organizational culture, leaders' initiation, conflict of benefits and communication awareness, perception of employees, language, lack of respect, over load of irrelevant information, choice of the wrong communication medium, incorrect use of language, wrong type of message, inappropriate appearance of message, use of jargon, emotional barriers, political outlook, less value for communication, lack of competent communicator, lack of communication strategy, finance, infrastructure, lack of external communication strategy, political interest among leaders and other organizational and environmental constraints pointed out as barriers of organizational effective external public communication in many large government of developing nations.

Shockley-Zalabak, Pamela (2015), Cheney, Christensen and Ganesha, (2004) underlined that, the major barriers that has been identified in developing countries large government organizations make the communication ineffective and result; disagreement among partners, poor performance of employee and jeopardize organizations relation with the stock holders and environment (in sales, production, service delivery, relation), it increase employee and customer dissatisfaction, create grievances of employees and citizens, failure of team work and societies participation, generate poor service delivery, increase turn over and absentees ,challenge of changes, increase cost, scale up mistrust and low commitment of employee and citizens and stakeholders, limit creativity and innovation of employees and limit contribution of the public, discourage best achievers and supporters of organization, create conflict with other partners and it paves way for corruption.

Generally, poor and ineffective organizational external communication seriously disturbs the flow of information towards organization, employees, public and stakeholders and affects the overall external relation and limits the successes of the organization.

The scholars such as Shockley-Zalabak, Pamela (2015), Cheney, Christensen, Zorn, and Ganesh, (2004) agreed that, in developing nations effective external public communication is crucial for all private and government organization. Particularly, government organizations which are known by working for the benefit of the public and nation, government organizations those employee large number of peoples, those provide various services and responsible for public given assignment and involves broad interaction with the environment (several stakeholders) should have to implement effective external communication strategies to accomplish the given organizational, local, national, international tasks and to achieve the anticipated goals.

The above scholars suggest that more researches need to be done in more developing countries including African to understand the status of the large government organizations external communication practice and explore the major common barriers that they are facing. Therefore, having the above scholars view as leading factor the researcher found that it will be essential conducting research on Ethiopian large government organizations, specially, on those Ethiopian organizations that have serious organizational, public and national responsibility and those have vast interaction with many stakeholders.

It is true that, in Ethiopia among many large national organizations Ethiopian Athletics Federation (EAF) is the noted one. The Federation has a given serious of responsibility to be accomplished by its own self and through working with many stakeholders. And it believed that similar to other large government organization the EAF need to plan and implement effective external communication strategies to develop good relationship with stakeholders, to achieve common organizational and national goal.

Moreover, individuals, sport bodies or sport journalists and also EAF has to involve assessing the effectiveness of external communication operation of the Federation to overcome problems and enable effective external public communication operation by EAF. Accordingly, the major factors that have been observed in EAF and its relation with stakeholders have initiated the researcher to conduct this study on practice and challenges of EAF external communication.

1.2. Statement of the Problem

Communication researchers such as Shockley-Zalabak, Pamela (2015), Miller, Katherine, (2001), and others clearly indicated that there are a set of that affect the whole work place situation, the function and the performance of organization, on service delivery, on interaction and relation with the environment specifically with the stakeholders and the public.

According to the scholars view, especially large public organizations external communication failure that caused by various internal problems and external factors can seriously damage organizational performance, deteriorate relationship and endanger public interests, beneficiaries (clients) and cumulatively leads to organizational failure.

Regarding the factors of public organizations external communication failure and the visible truth in developing countries Miller and Katherine (2001) illustrate that, Government to citizens (G2C), Government to business (G2B), Government to government (G2G) external public communication of government organizations has been affected by many internal and external barriers and their external communication is limited, ineffective and poor. As a result of poor or ineffective external public communication and due to other contributor factors many government organizations of developing nations are facing failure in building the necessary relationship with stakeholders and each other, unable to work together for their mutual goal, and for fulfillment of the public local and national interest.

On the other hand, the named scholars and other scholars of public communication field of study such as, Seitel, (2011), Grunig, (1992) underlined that, effective external public communication is very essential and benefits both the government and the public and enable organizations to achieve their mutual goal. However, the scholars have found ineffective external public communication practice and observed very limited researches on the issue in developing countries.

Due to governments, organizations and individuals' limited research work in developing countries on government organization external public communication practice organizations forced to survive with ineffective external public communication operation and have continued without mitigating barriers that affects the external public communication practice. Thus

generally many scholars found ineffective and poor governments external public communication practice in developing countries and they also suggest more researches need to be done by governments and individuals to overcome problems.

Similarly, regarding the external public communication practice of Ethiopia the federal communication ministry had conducted survey on selected federal organization in 2008. The ministry revealed that, there were poor and ineffective external public communication practice observed on studied organization.

According to the survey; organizational structure, lack of communication professionals, leaders' poor value for sector, lack of trained communicator, financial problem, lack of communication strategy, conflict of interest among entities, leader's personal interest and disagreement, political attitude factors etc. had been identified as constraints of government organizations external public communication practice in 2008.

Following, the federal communication ministry tried to overcome challenges by providing training for organization top leaders, public relation officers and assigned trained communicators in all federal organization to ensure effective external public communication.

However, the above summarized scholars view and the research that was conducted by ministry of communication goes to several years back and even there are changes in overall situation regarding the external communication practice and challenges in Ethiopia more researches need to be done today on large government organizations including EAF external communication practice. Because it helps to understand the overall status of external communication practices of government organizations including (EAF) and pave way to develop direction to ensure effective external communication by organization for the benefits of public and organizational interest.

It is known that the EAF is one of the largest organizations in Ethiopia which is working and has work relationship with many stakeholders such as World Athletics, national and regional sport Federations, Associations, Ethiopian Olympic committees, Medias, Athletes and with other governmental and non- governmental organization mainly. Ethiopian Olympic Committee interacts with Medias and journalists due this fact the researcher as a sport journalist for the purpose of accomplishing daily tasks has an opportunity of visiting EAF and several national

sport executive bodies and using that access has conducted informal communication based assessment on the external communication practice of EAF and some national sport associations and clubs and observed their relationships.

The researchers in his communication based assessment and observation has found deteriorated and discouraging relationship between EAF and selected Stakeholders. The fact also unveiled by many Medias and many athletes. It is unquestionable the EAF and the listed Stakeholders relationship and the effectiveness of the external communication have impact on organizational performance and also on overall national athletics achievements. Therefore, research was done on EAF and its External communication Performance.

Accordingly, the researcher among several factors; the past and the ongoing deteriorated relationship and the conflict that has been observed between EAF and Selected Stakeholders which is also unveiling by several medias, The lack of research on organizations external communication practice as well as the importance of undertaking research on the practice and challenges of external communication on the noted organization have initiated the researcher to conduct this study only on the external communication practice of EAF that has with some selected stakeholders (Media House, Athletes and Coach, Referees and Regional Federations).

Thus, this study has been conducted purposing to develop grand understanding about the external communication practice and challenges the case of EAF to achieve major objectives for last two Years in a case study of Paris Olympic 2024. The researcher believe that the study somehow will contribute for developing understanding the status of EAF external communication practice and challenges, for addressing survey gaps, and provide ground information.

1.3. Objectives of the Study

This research has been conducted to achieve very essential objectives. The general and specific objectives are stated below.

1.3.1. General objective

The general objectives of this research is

- To examine overall performance of EAF External Communication with its stakeholders and the challenges that face the Federation

1.3.2. Specific objectives

The specific objectives of the research are;

- To evaluate the performance of EAF external communication with its selected stakeholders for the last two years
- To identify the major challenges or constraints which are affecting the external communication practice of EAF with stakeholders
- To recommend possible strategies to be considered by EAF and others to overcome challenges.
- To provide very essential fundamental information for further research work

1.4. Research questions

The summarized issue has initiated the researcher to undertake this study. The researcher believes that, the present EAF external communication practice and challenges needs to be study to understand the actual circumstances of EAF external communication effectiveness.

Therefore, the following fundamental research questions have been raised to be answered by the research. These research questions are the following;

- A. How is the current status of EAF External Communication with its selected Stakeholders?
- B. What factors are affecting EAF external communication practice with selected stakeholders?

- C. What possible action and strategies EAF should implement to overcome problems and to ensure effective external communication?

1.5. Scope of the study

The research has been conducted to achieve the declared objective and to address the stated research questions. However, EAF interacts with vast stakeholders via its external communication the focus of this research is limited on;

- Assessing the past two years and the present status of EAF external communication practice and with only the perspective of EAF with stakeholders (Media Houses, Athletes and Coaches as well as regional federation).
- Exploring the major internal and external challenging factors which are affecting the EAF external communication with Selected Stakeholders
- The EAF external communication with World athletics association has not been studied by this research, but the excluded stakeholders has been used as information source and the information gathered from stakeholders has been used in the research.

Regarding the methodology and literature; the study limited only using the explanatory qualitative descriptive case study research method and has used published litterateurs, unpublished legal documents, audio-video outlets, reports, journals and other research articles.

Generally, the scope of the study is limited only on evaluating the status of the EAF external communication with selected Stakeholders for last two years a case study of Paris Olympic until present and exploring major barriers that affect the external communication of EAF.

1.6. Significance of the research

The successful achievement of the stated objectives of the research can be seen as the major significant and importance of the study. Apart from, the research;

- Has bold significance in providing information for the Ethiopian Athletics Federation, and helps to understand the status and the effectiveness of its past and current External communication.
- It initiates the EAF to evaluate its external communication and to undertake action to enhance effective external communication of the veteran Federation.
- It provides important ground information for academicians and decision makers. Furthermore, it provides comprehensive information and result based possible strategies that could be very essential for many organization which are facing external communication failure and paved way for further researcher to be taken by organizations and researchers.

1.7. Limitation of the research

Organizational external communication practice encompasses the vast environment (social system). Therefore, the research has not involved studying EAF external communication that the EAF has with other stakeholders it only studied EAF external communication practice with them only the perspective of EAF.

The first limitation can be seen from the perspective of samples; there are many stakeholders of Ethiopian Athletics Federation, but the study limited only on some of sample respondents. Due to various factors and lack of respondents will the researcher forced to use only few numbers of sample groups from employees and other information sources. The second limitation is restriction of time frame. Many Scholars believe that Ethiopian Athletics Federation external communication fails since Rio Olympic 2016. But this research focused only assessing last two years status. The researcher anticipates that this may have some impact on the research.

Third and more importantly is shortage of published PR materials at the Federation office was other challenges of the study. However, the researcher tried filling the gap by searching different data from across, published books, journals, interviews, videos, audios and articles on the field of study.

1.8. Organization of the research

This research is organized in to five major chapters.

Chapter one;

Encompass the basic framework of the study including; Introduction, Background, Statement of the Problem, Objectives, research questions, scope, limitation and significance of the study.

Chapter two;

It deals on providing related literatures. The review literature comprises both theoretical and empirical studies.

Chapter three

It involves presenting the methodology and approach that has been employed to carry out the research. Accordingly, the research method, description of the research area, sampling method, data collection and analysis approach clearly organized in this chapter.

Chapter four

This major body of the research occupies data presentation and analysis. The fact and figures that has been collected from information sources organized accordingly. As indicated in chapter three the collected data has been analyzed and discussed. Lastly the result of the study and the implication of the findings are vividly summarized in this chapter.

Chapter five

The final chapter of the study encompasses the conclusion and the recommendation given by the researcher.

CHAPTER TWO

Review of Related Literature

2. Introduction

Here on this chapter of the study the researcher tried to provide some inessential litterateurs that are related to the study area. These would help to cross check some works of PR scholars and acquire the knowledge from their works. This chapter is organized in many sub chapters and many more sub topics that are directly related to the study.

2.1. General concept of organizational communication

Organizational communication is not only act of sending and receiving of messages rather it encompasses much action to be taken. Organizational communication studies show that organizations should rely on effective communication and efficient communication structure, open communication environment, skills from their leaders and members. A number of surveys conducted by the below noted scholars indicated that good organizational communication strategy designing, effective oral (verbal) and written communication as the most sought after skills by those who run organizations.

Organizations seek well designed organizational structure, information system, people (leader) who can follow and give instructions, accurately listen, provide useful feedback, get along with partners and Stakeholders to transmit information, to create chained environment.

2.2 Situational crisis communication theory

Situational Crisis Communication Theory (SCCT), developed by W. Timothy Coombs. It is a key framework for analyzing crisis communication strategies. SCCT focuses on how organizations respond to crises based on the nature and responsibility of the crisis.

Organizational Communication Theory focuses on the flow of information within and outside an organization. It considers the strategies, structures, and channels through which organizations communicate internally and externally.

Additionally, Daft (1995) clearly put that a structured, open and strategic external public Communication culture and good communication is absolutely essential for all organizations and plays a prominent role for the establishment of Conducive working environment with stack holders and for the achievement of organizational and also near organization services to public or avoid distance between organizations and the environment as well as it strengthened the relationship of organizations and the external environment (public).

More importantly, external communication is crucial and fundamental tool for organization to alleviate and overcome unjust situations and full fill demands of the environment. Therefore organizations should be serious about planning external communication strategies (Noble Laureate and Herbert Simon (2008).

Regarding organizations communication plan researchers such as Noble Laureate and Simon (2008) explained that developing external communication plan or strategies it includes; Creating of an open participatory communication environment, Selecting of appropriate medium, developing goal oriented content that ensure effective and efficient sending and receiving of messages among the internal interrelated subordinates, work units and individuals within a particular environment or setting (organization) and with the environment or the public to achieve business and common goals.

Shockley-Zalabak, Pamela (2015), illustrate that for organizations to be successful and ensure effective external public communication, they must have competent communication strategies, communicators, public relation professionals, initiative leaders, organizations information system, and well-designed organizational structure, communication culture, communication strategy, open communication environment and adaptation of using new technologies. The scholars added that Organizational communication study shows effective external public communication is crucial to achieve organizational objectives and create conducive environment within and build strong and participatory relation with the public (environment) than those organization known by in ineffective internal and external public communication.

As they explained poor organizational structure, poor information system, organizational culture, leaders' initiation, conflict of benefits and communication awareness, perception of employees, language, lack of respect, over load of irrelevant information, choice of the wrong communication medium, incorrect use of language, wrong type of message, inappropriate

appearance of message, use of jargon, emotional barriers, political outlook, less value for communication, lack of competent communicator, lack of communication strategy, finance, infrastructure, lack of external communication strategy, political interest among leaders and other organizational and environmental constraints pointed out as barriers of organizational effective external public communication in many large government of developing nations.

Generally, poor and ineffective organizational external communication seriously disturbs the flow of information towards organization, employees, and public and stock holders and affects the overall external relation and limits the successes of the organization.

The above scholars suggest that more researches need to be done in more developing countries including African countries to understand the status of the large government organizations external communication practice and explore the major common barriers that they are facing. Therefore, having the above scholars view as leading factor the researcher found that it will be essential conducting research on Ethiopian large government organizations, specially, on those Ethiopian organizations that have serious organizational, public and national responsibility and those have vast interaction with many stock holders.

It is true that, in Ethiopia among many large national organizations Ethiopian Athletics Federation (EAF) is the noted one. The Federation has a given serious of responsibility to be accomplished by its own self and through working with many stock holders. And it believed that similar to other large government organization the EAF need to plan and implement effective external communication strategies to develop good relationship with stake holders, to achieve common organizational and national goal.

2.3. Organizational Communication

According to Putnam and Cheney (2006) in the early stages, organizational communication focused on leaders giving public presentations. More recently emphasis has focused on all levels of interaction within organizations. Based on this fact the scholars underline that in recent time organizational communication research involves focusing on various elements and activities that are very essential for ensuring effective interaction on all levels by organization.

(1) Communication channels,

(2) Communication climate,

- (3) Network analysis,
- (4) Superior-subordinate communication,
- (5) The information-processing perspective,
- 6) The rhetorical perspective
- (7) The cultural perspective, and
- (8) The political perspective.

Furthermore, Putnam and Cheney (2006) illustrate that since the 1980s, this specialization and the focus of the field has expanded to include organizational culture, power and conflict management, and organizational rhetoric, organizational socialization, interviewing, giving individual and group presentations, creating positive work relationships, performance evaluation, conflict resolution, stress management, knowledge management, motivating employers, creating conducive communication environment, decision making, and communicating with external public.

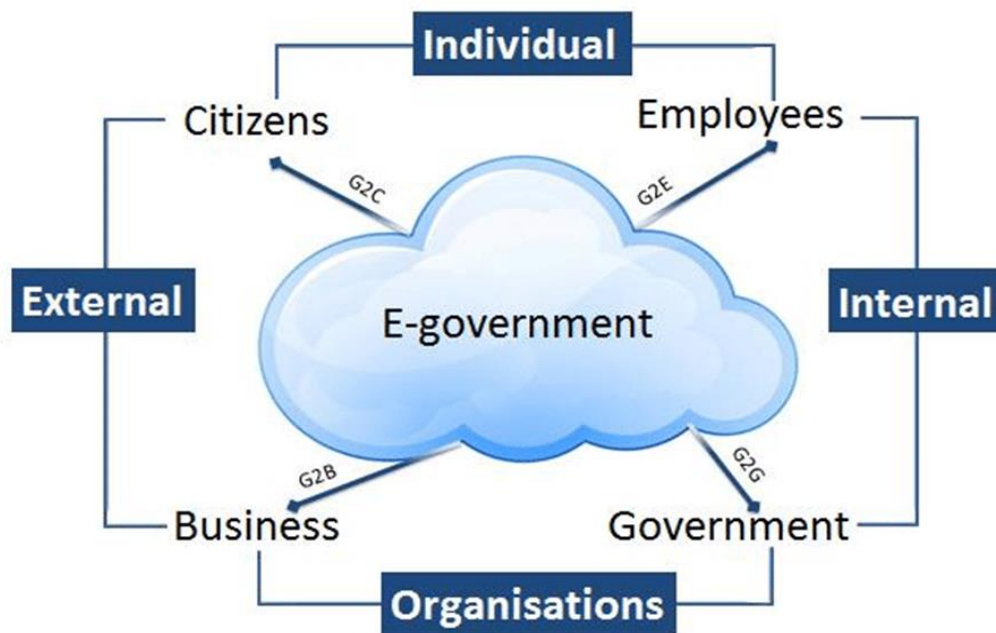
2.4. Types of organizational communication.

Types of organizational communication can be done on the basis of means used, or formality or according to direction or on the basis of relationship (parties involved). Organizational communication researchers elucidate that public organization communication can be typified in to two major (general) categories and into four specific categories Simon (1947). The two major categories are; Organization internal communication and Organization external communication. They include the following four specific categories;

- I. Government to government (G2G)
- II. Government to citizen (G2C)
- III. Government to business (G2 B)
- IV. Government to employee (G2E) interaction or communication.

According to Simon (1947), the specific four categories of organizational communication are included in the internal and external communication. Concerning this category of organizational

communication the diagram that has been developed by Paul Haskell-Dowland Edith Cowan (2014) clearly shows the major and specific categories of organization communication. Accordingly, for the purpose of this research among the two general categories of public organizational) communication the external communication category has been used to study the fact



Diagram; 1 Paul S Haskell-Dowland Edith Cowan (2014)

2.4.1. Internal communication

Internal communication is a communication within an organization. According to Simon (1974) and Blogue (2012) the internal communication of any public organization based on formality and direction can be classified in to various forms.

i. formal internal communication

Formal internal organization communication is associated with the formal organizations internal structure of the company. According to Simon (1947) formal internal communication refers to or occurs within organization based on the designed organizational structure, prescribed rule procedure and chain of command and following the lines of the organizational structure. In

organization internal formal communication information flows with the chain of command, smoothly, accurately and timely through the proper channel appropriate to the specific company.

According to Simon (1974) and Bogue (2012) the formal internal communication of organization based on the direction of the information flow can be divided as downward, upward, horizontal and diagonal communication. Accordingly, information will flow from the managerial level to employees, from employees to managers and from one department to another in several forms.

The major organizational formal internal communication forms are meetings, Conferences, Telephones, Performance reviews, Company newsletters, letters, reports, circulars, employee suggestion systems, Notices, Trainings, and other written materials. More importantly, in present time the development of ICT based communication platforms become crucial tools and used to aid the formal internal communication.

ii. Informal internal communication

Balogue (2000) and Walker (2011) explain that informal internal communication refers to a communication that exists in organization without the prescribed procedure of organization. It is the exchanging of some personal or informal group information between peoples or group of people in organization. It also referred to as the grapevine, informal communication and messages involve person-to-person communication networks of employees that are not officially sanctioned and authorized by the organization. This type of communication cannot be prevented.

2.4.2. External communication.

Gopal and Walker states that external communication is a form of organizational communication that deals on the interaction of organization with external agencies, both government and private and with the public. External communication can be seen as an essential feature of all organizations. The scholars boldly state that organizations involve continuous interaction with the environment to achieve their organizational objectives. Organization interacts with the environment or stakeholders or with beneficiaries via strategically designed external communication strategy and can use various communication tools to communicate with anticipated external bodies.

According to Walker (2011), external public communication occurs for several purposes in various forms. Among major purposes and forms; advertising and promoting product and services, creating and maintaining a desirable public image for the organization, shaping the public opinion on issues important to the organization, empowering publics on development, increasing public participation on administrative operation, creating common understanding and obtaining publics opinion to know unjust phenomena's to take further action and to build relationships and to perform various tasks together. The named scholar underline that no government organization can function without effective and adequate external public communication and external stakeholders also form part of the bigger picture and driving part of any organization as well as they are just as important as internal stakeholders in the communication process.

Several scholars agreed that the implementation of effective external communication with those outside the government organization brings in order, building good will, ensures strong relationship, enables to accomplish tasks effectively, helps to build image, helps to overcome disagreements and plays crucial role to address essential information on time. Moreover, effective external communication it enhances trust and continued the existence and growth and ensures effective service provision operation.

2.5. Organization external communication (interaction)

According to Paul Haskell-Dowland n (2014) government organizations involve interaction with the environment via their external public communication strategy. Government organization engages external communication with various external bodies. The Paul S Haskell-Dowland Edith Cowan (2014) diagram that has been developed and included above clearly shows organization external communication practice.

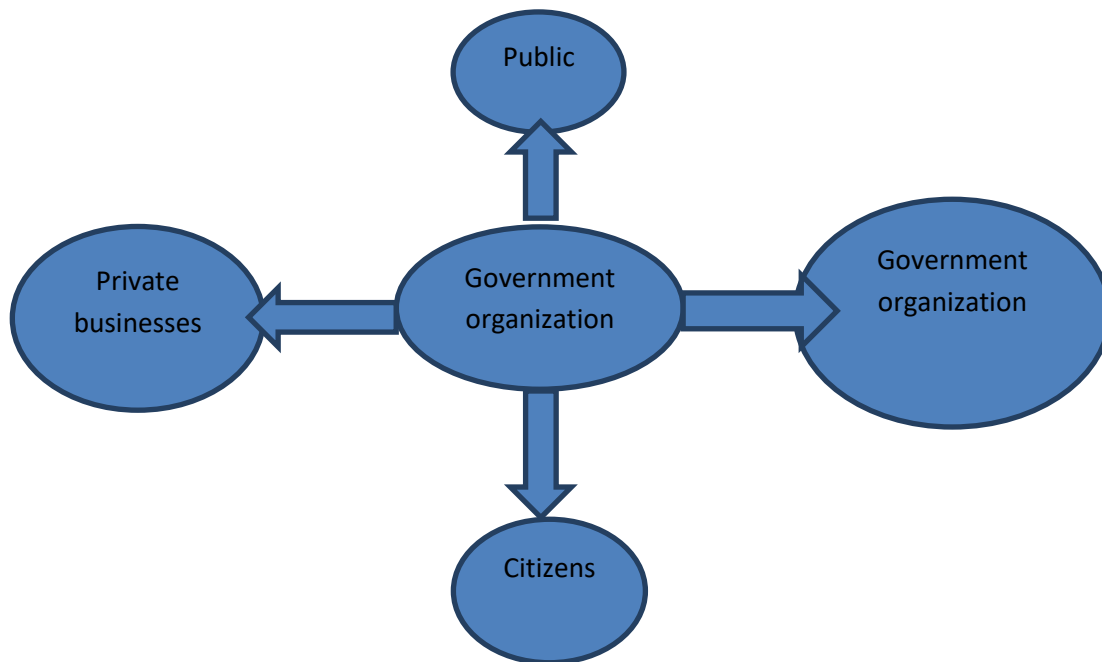


Diagram 2. Government organization interaction (external communication) developed by the researcher

The above diagram has been developed by the researcher based on Paul S Haskell (2014) diagram for the purpose of this study shows that government organization interacts with different external bodies via external communication strategy. The interaction encompasses different external bodies. The external communication purpose and the importance of organization interaction with external bodies focused on government external communication elucidated below.

A. Government-to-Citizen (public)

The majority of government services come under this application or communication, towards providing citizens and others. Kook (2000) governments or public service organizations seek to provide citizens with information about its intentions and activities: this is a legal obligation that enables people to exercise their constitutional rights to express their opinions freely. However, PC was not free to release information about the organization due to government involvement of politics: frustration. Though, even the public, journalists were not getting information of the organization freely.

Researches unveil that the primary goal of external public local (citizen) communication in African countries such as Ethiopia is to serve the citizens and facilitate citizen's interaction with government by making public information more accessible through the use various communication plat forms and strategies. Habte, (2019) and Tesema, (2020) briefed that, the effective operation Public relations play a crucial role in the Ethiopian Government Institutions by facilitating the communication between the government and its citizens. It plays a vital role in managing the government's image, disseminating information about its policies and programs. Similarly, it has become helpful in addressing public concerns and grievances (Tesema, 2020).

The government can communicate local public via organizing events, conference, printing materials and broadcast outlets, and electronics forms and can interact with the local citizens utilizing ICT infrastructures and using other pre-structured formal face to face approaches (Duru and Anigbata (2015).

B. Government-to-Business

The effective interaction among the parties can bring significant efficiency to both governments and businesses. The G2B interaction also includes various services exchanged and interaction between government and the business sectors, including distribution of policies, memoranda rules and regulations and provision of information by the government organization for. Moreover, government organizations via their external communication strategy able to advocate their issue and can initiate business to endorse and participate on development. In addition, the government-to-business external communication, actively drives the quality and transparency of government contracts and projects (Pascua, 2003)

Mekonen (2019) opinion indicated that, government organizations external communication to businesses the G2B (Public relations) also plays a crucial role in the Ethiopian business sector, especially in building and maintaining a favorable reputation for organizations and in developing worthy relationship. They believe that effective external government-business communication or public relations (G2B) can contribute to increase trust, positive relationships with business stakeholders, and improved government organizations and business performance.

Several scholars such as Pascua, (2003), Fang (2002) (Moon, 2003) and other believe that government organizations are the major responsible body that essentially involves the G2B interaction through developing effective external communication strategies. According to them in any developed and developing countries government organizations to accomplish their given tasks and organizational goals involves providing various services and interaction with the private business sectors. Thus, government organization needs to implement effective external communication to interact with businesses and to bring business near to the organization through ensuring effective flow of information.

C. Government-to-Government

In a simple language, it is referred to as the relationship between government and other government organization. According to Moon (2003) the G2G interaction or the external communication practice of any government organization with other government organization refers to the interaction among different legal authority and mission given government organization. The scholar state that the G2G interaction category is not down ward or upward communication between government organizations rather it is a horizontal communication between different government organizations (Moon, 2003).

Moon (2003) government of different countries follows various administrative and based on their constitutions and other governing rules and regulations involve establishing public organizations to perform governmental duties. The scholar says that with hierarchically structured government organizations mandatorily involves interaction each other. As downward structured government organizations engages internal communication horizontally structured different government organizations also engages interaction via the external communication means to accomplish their given objectives and to achieve national wide goals.

A moon (2003) state, government organization involves external communication to interact with other government organizations via various means of external communication tools. The interaction could be by organization leaders, departments, public relation unit bodies through employing face-to face or other reachable means of external communication means of channels (Moon, 2003).

2.6. Organization external communication tools

According to Krizan, Merrier, Logan and Williams the external communication requires to be supported by accurate and relevant external communication tools. They note that, communication tools utilized for communication internally are in most instances different from the external communication tools. There should be an amount of consideration regarding the type of message desired to be transmitted, type of audience, distance, messaging, and accessibility when selecting external communication tools.

Regarding the government organization external communication tools, Opperman (2007) in his case study in George Local Municipality on the municipality's external communication, points out that the common mechanisms used to communicate with government bodies, businesses, stakeholders and the local public in municipalities. These mechanisms and tools included both a leaders face to face and non-face to face approaches.

According to the researcher the municipality based on the importance and urgency of the issue to be communicate as well as by considering other circumstances it had been seen using

- Formal and informal dialogue with external bodies
- Formal general public and stakeholders meeting
- Public relations consultants
- Workshops
- Formal letters
- Print media and ICT based communication plat forms means of communications.

The result of the research conducted by Opperman (2007) shows that the studied municipality has been using various communication tools to interact with different external bodies. These external bodies of the municipality were citizens, businesses, publics and other government organizations.

According to the researcher the communication tools that will be used for external communication by government organization can determine the effectiveness of the external communication and he suggested the utilization of appropriate communication tools to ensure effective external communication with the anticipated external bodies.

2.7. Benefits of external communication

External communication can take a lion share for the success of organizational communication. Communicating an effective message and building smooth relation with others. Organizations with effective external communication benefits in terms of;

- Increased awareness of themselves and their product or services,
- Better staff morale,
- Customer loyalty
- Shareholders satisfaction,
- Good stakeholders relations,
- Solve problems,
- Prevent disagreements,
- Increase efficiency,
- Ensure public benefits,
- Contribute for the success of organizations.

External communication not only for organizations itself but also for external publics and stakeholders has today become a necessity to modern society. Each organization constitution has its external publics, who patronize it, and working with it for the fulfillment of common goal and for the benefit of the public as whole. (Tsion 2010),

2.8. External communication barriers.

External public Communication is full of challenges such as the use of appropriate language, the issue of culture, Gender, the appropriateness of the tools, and way of delivery and so on. According to Tsion (2010), the effectiveness of external public communication is dependent on a host of factors. The challenges need serious attention and follow up for its independent professional development. Among many challenging factors that affect organizations external communication Fuller (2017) has listed the following challenging factors;

- poor understanding of public relation concept by leaders,
- Poor leadership initiation

- lack of specialized professional office in organizations,
- language barriers,
- lack of technological know-how,
- Infrastructural limitations,
- Negative cultural habits,
- Attitudes and restrictions.
- Budget problem
- Lack of external communication strategy
- Inappropriate organizational structure
- Informal group influence
- Public's perception for Public communicators
- Leaders political attitude

2.9. Overview of Ethiopian Athletics federation

Ethiopia is located at eastern Africa (Horn of Africa) region. It neighbored with five east African nations. Ethiopia covers a land area of more than one million square kilo meters. As 2024 report the number of population is around 132 Million. Agriculture is the vast Economic Activities in the country.

The Horns of African country is known by athletics. The Rome Olympic winner on marathon; Abebe Bikila is the First Black African runner. After Abebe, Miruts Yifter, Haile Gebresilasie, Derartu Tulu, Kenenisa Bekele... won at Olympic and World Athletics competition many times.

Ethiopian Athletics leader «Ethiopian Athletics federation» is world Athletics Association recognized member for many years. EAF represented Ethiopian; as the national governing body for sports of Athletics. It was established on June 4 1961. National Federation of Athletics is a member of African Athletics association and World Athletics Unity. Its Head office is located at Addis Ababa around Gurd shoal. It has general secretary and eleven Volunteer Executive board members who lead by Mr. President.

2.9.1. Roles and responsibility of Ethiopian Athletics Federation

As indicated above Ethiopian Athletics Federation is world Athletics Association recognized member for many years. The Federation has given major responsibilities to be undertaken to achieve essential objectives. The Federation plays various roles and carries out the following responsibility.

- A. Managing and hosting athletics competition
- B. Giving support for Regional Federation and youth Training centers
- C. Arranging and giving national and international level Training for Coaches and referees
- D. Selecting Athletes for continental and world Athletics Competition (world and Africa championship, Olympic, Cross country etc.)
- E. Solving the shortage of track, training Materials, fields and other equipment
- F. Finding Sponsors and budget for EAF Annual operation
- G. Contacting with Continental and world Athletics Associations etc.

2.9.2. Major EAF Stakeholders and partners

Ethiopian Athletics Federation is working with several governmental and non-governmental organizations. The information that has been acquired from the resource mobilizing and communication department unit of EAF indicates that the following international and national, regional and local organizations and the public are the major partner of EAF;

- A. Regional Federations, training centers and Academies.
- B. Ethiopian Olympic committee
- C. Government and private media Houses (journalists)
- D. Athletes and Coaches
- E. Sponsor Companies and other supporter
- F. Africa and World Athletics Association

The Federation as a large and public organization essentially involves external communication (interaction) with the above external bodies to perform the given responsibility effectively over a year.

For the purpose of this study the researcher developed the next diagram to put the EAFs external communication in pictorial form.

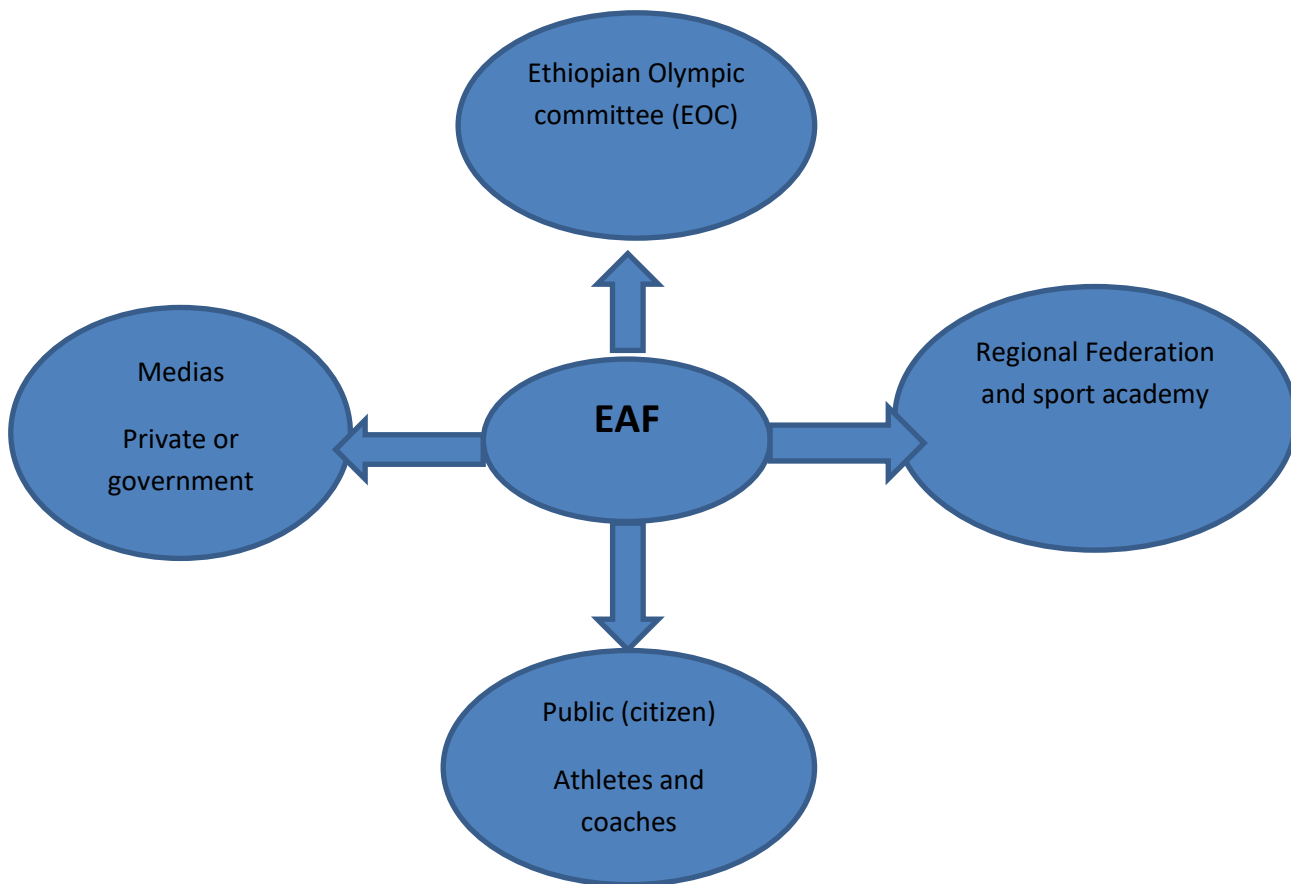


Diagram 3. EAF external communication department structure

The information that has been obtained from the Federation vividly shows that the EAF essentially involves interaction with several external stakeholders and partners to perform its duties. The fact shows that in the national level EAF has interaction with government organizations, EAF has interaction with businesses, and EAF has interaction with public and

citizens. The EAF involves interaction with such partners to achieve organizational and national objectives.

Similar to other government organization EAF external communication is essential to ensure the benefits of effective external communication. It is believed that the EAF can achieve its organizational objectives through working with stakeholders. So, it is unquestionable the EAF should have to involve effective external communication strategies to maintain good relationship with the noted and other external parties.

2.9.3. EAF external communication tools and role of the public relation office

There are different departments in EAF. Among others the Resources mobilizing and Communication department is the one. The department needs around seven officers as plan; but has only three employees. The communication department of the federation frequently uses a range of communication methods, including media campaign, interactive public forums, and informative news release to address the issues (Smith 2018).

Ethiopian Athletic Federation communication and resource mobilizing department established for the mission of to give update and fast Athletics issues for its stakeholders like Athletes and Media outlets. The information gathered from the department shows the Resource mobilizing and communication department has Strategic plan to achieve its goal; but lack of human resources and technological equipment challenges are affecting its success.

The major roles of EAF resource mobilizing and Communication office are;

- A. Adjusting press conferences to give Press release
- B. Handling and managing EAF Social Media outlets (Face book, Twitter, Telegram, Email, YouTube...)
- C. Communicating with stakeholders (Athletes, Coaches, Regional Federation, Olympic Committee, Continental and World Athletics Associations and Media Houses)
- D. Preparing News and Biographical articles and posting on its own Social Media plat forms
- E. Registering Athletes, Coaches and referees on data base

2.10. Conceptual framework of external communication practice

The conceptual framework of practice and challenges of external communication provides a summarized pictorial representation of the integration of elements. The framework is essential to develop a comprehensive understanding about the different independent and dependent variables in external communication practice.

Through observing different research works and literature this conceptual framework is developed by the researcher for the purpose of this study.

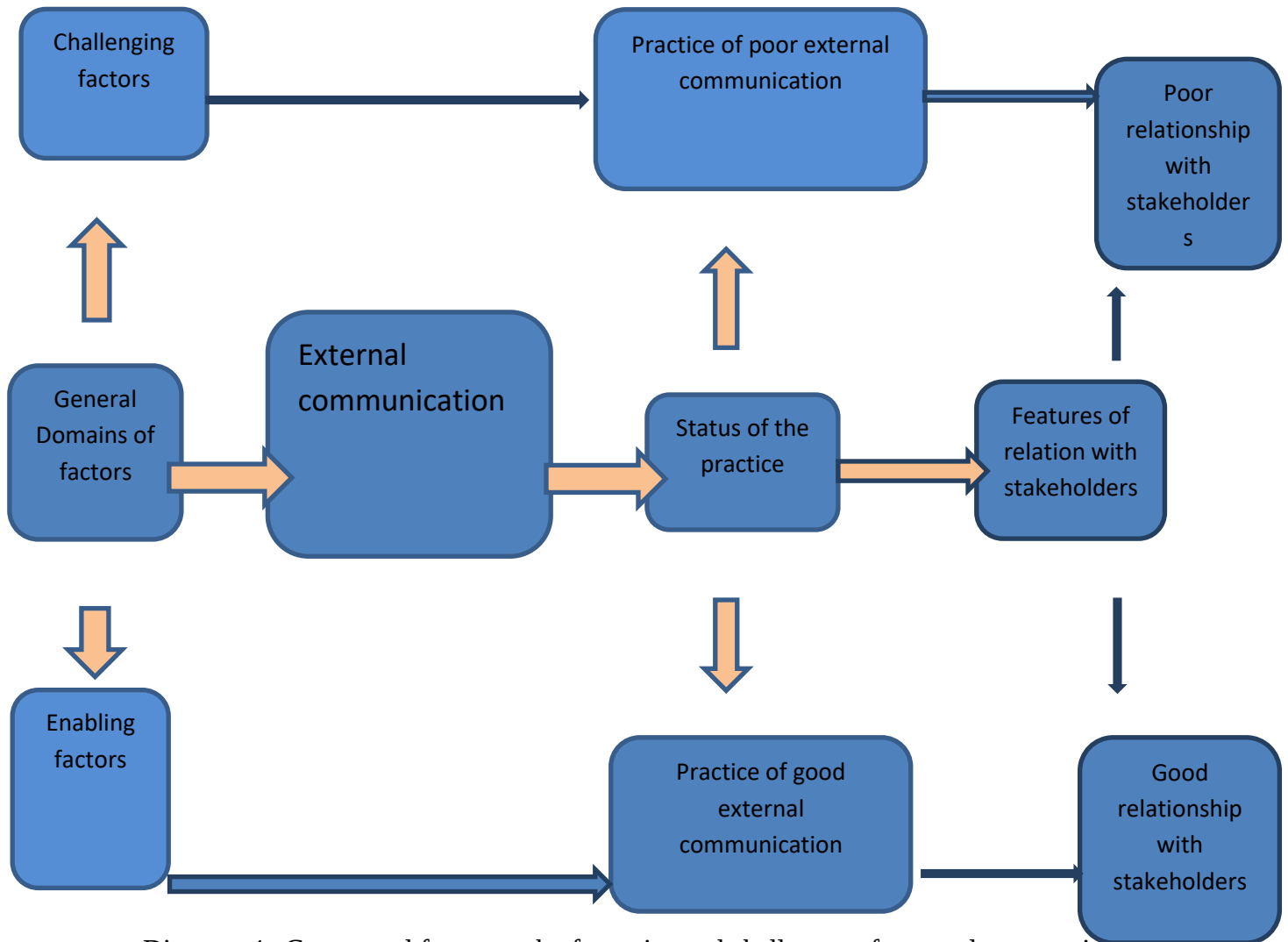


Diagram-4. Conceptual frame work of practice and challenges of external communication

This framework is developed from the enunciated review literature for the purpose of this study and it represents the theoretical justification and empirical reviews broadly discussed above. The

framework encompasses the external communication practice and challenges. The external communication practice of organizations such as EAF deals with several internal and external enabling and challenging factors. As indicated above organization like Ethiopian Athletics Federation essentially involves external communication to achieve national and organizational goals.

The enabling and challenging factors that exist in external communication can determine the effectiveness and the status of the external communication of the Federation and will have impact on its relation with stakeholders. More importantly, this framework indicates domains of factors of external communication practice, challenges and their impacts on external communication.

Theoretical literatures and empirical data's clearly indicate how factors determine status of external communication of any organization and show the feature (characteristics) of organization relationship with external parties.

CHAPTER THREE

RESEARCH METHODOLOGY

3. Introduction

Here on this chapter the researcher explained all the methods that are employed on the study. The researcher has discussed location and population of the study. The other sub topic of this chapter includes research design, source of data, sampling technique, sample size, tools of data collection and the methods of analysis in the study.

3.1 Research Methodology

It is agreed that in any research work Methodology can be seen as the heart of research. The research methodology plays indispensable role; because the research methodology employed to conduct any research will have impact on the overall process and the result of the study. Regarding the meaning and importance of research methodology among many scholars, Kothari (2004) illustrate that, research methodology is a way that the researcher expected to follow or the process of systematically designing and carrying out a study to achieve research objectives and to answer research questions to solve the research problem.

In addition, Kothari, underline that, the research methodology involves designing of the research to be carried out and deals on providing of detail information and selecting about the research area, research design, research method, sample selection and data collection methods and data analysis approach that have been used to carry out research.

Accordingly, for the purpose of this study the researcher based on the scholars view and respect to the nature of the subject matter, the research objectives and the research questions stated in chapter one has employed applicable research methodology through developing research design, selecting appropriate research method, sampling and data collection techniques and data analysis approach.

Thus, this chapter deals on presenting the methodology that the researcher followed to conduct the study. Hence, the description of research area, design of the research, the research method,

population of the study, sample and data collection techniques and the data analysis approaches are presented.

3.2 Research Design

According to Zikmund, as cited in M. Pandey and P. Pandey (2015) Research design, is a whole plan specify the methods and procedures of gathering and analyzing the necessary information. For this reason, research design is very important in guiding the process of research because it specifies the procedure to follow. It helps the researcher to consider the study and chose appropriate techniques and procedures for data gathering. According to Creswell, (2007) research design includes the underlying philosophy and strategies used within a specific research, including specific techniques. A good research design reduces bias and adds reliability.

Understanding research methodologies and designs is imperative for any study, as each method represents a distinct strategy for addressing the research process (Jayatalake, 2020). In qualitative research, designs such as phenomenology, case study, grounded theory, ethnography, and narrative are widely used. Each of these designs has unique qualities and is suitable for specific types of research. For my study, I chose the case study design to delve deeply into Ethiopian Athletics Federation External Communication Performance and Strategy. Qualitative and quantitative case studies design facilitates an in-depth understanding of complex issues through detailed, contextual analysis. It employs multiple sources of data, including interviews, observations, and document reviews, enabling triangulation to enhance the validity of the findings. This approach also allows for the exploration of the subjective experiences and perspectives of stakeholders involved, providing a rich, holistic view of Ethiopian Athletics Federation External communication.

3.3. Research method

Researcher employs various research methods to gather and analyze data. Research methods refers to the process and tools used to systematically collection of data, analyze it, and derive meaning from it as defined by (Daymon and Holloway, 2011). The choice of research methods also involve the selection and use of data collection tools such as questionnaire, interviews,

observation and document analysis, depending on the nature of the study and required data (Cresswell, 2007).

A research methodology describes the techniques and procedures used to identify and analyze information regarding to a specific research topic Sreekumar (2023). According to Sreekumar methodology is a process by which researchers design their study to get their objective including research design data collection methods, data analysis methods, and over all frameworks which the research is conducted.

According to the above definition research method are tools used to select research techniques. According to Rossman and Rallis (2003) and Babbie (2007, 2001) there are different research methods conceived as appropriate method to study the status of circumstances, phenomena's and used to determine and explore various facts. Among others, the descriptive qualitative case study research method is the one that gives broad opportunity to ascertain and establish the qualitative features of the phenomenon.

According to Rossman and Rallis (2003) and Babbie (2007, 2001) the qualitative case study research approach helps researchers to come up with either 'explanatory' or 'descriptive' knowledge. These scholars explain that the explanatory and descriptive method helps to evaluate, determine and understand the status of circumstances. Moreover, it enables the researcher to collect information via different data collection techniques such as questionnaire, interview, and observation, document (written and printed material analysis).

Accordingly, considering the important features of the descriptive qualitative case study research method respect to the nature of the subject matter (subject matter of this study) and the stated objective the researcher has used the descriptive qualitative research method to study the practice and challenges of external communication of EAF.

3.4. Population of the study

As noted the research carried out to achieve the stated objectives and to address the fundamental questions raised on the past two years and the present external communication performance of Ethiopian Athletics Federation and challenges. EAF external communication implemented by the Federation and also there are several stakeholders that essentially become part of the EAF

external communication practice. So, these stakeholders and employee of the federation can be seen as the population of the study because such bodies have work interaction with EAF.

EAF resource mobilizing and communication department Senior communication officer, former and current Athletics Federation Executive Committee members, Regional Federations' leaders or officers, Ethiopian Olympic Committee, Media journalists, Athletes and coaches are considered as the owner and driver of the external communication practice of EAF. Therefore, these bodies have been taken as the population of the study.

3.5. Sources and types of data

The researcher used both primary and secondary sources of data for the study. The primary data are sources that collected from the main sources. Primary data can be collected through the use of survey questionnaires, in depth interview. Kothari (2004) argues that researcher collect primary data during the course of doing experiments in an experimental research; but in case we do research of the descriptive type and perform surveys, whether sample surveys or census survey, then we can obtain primary data either through observation or through direct communications with respondents in one form or another or through personal interview.

Secondary sources of data consisted of related literature, journals, records, research outputs that are published and unpublished (Gobeze et al., 2009). Annual and monthly performance report, Print media outlets such as newspapers and television reports, Broadcast and audio-visual media production are some of secondary data that used for this study.

For the purpose of this study, the researcher has used both primary and secondary data sources to evaluate external organizational communications status of Ethiopian Athletics Federation. The major data sources are;

- Former and current Athletics Federation Executive committee members
- EAF resource mobilizing and communication department senior communication officer
- Regional federations' leaders or officers,
- Ethiopian Olympic Committee members,
- Selected Media and journalist,

- Athletes and coaches have been used as source of data and
- Secondary data that related with EAF External communication performance

Generally, the researcher from indicated sources of information by selecting samples through utilizing appropriate data collection techniques has collected data from the above available information sources via various techniques.

3.6. Sampling method

Selecting sample is a critical step and action in any research plan to study a complete population. The process of sampling entails the selection of some part of the population to evaluate something about the entire population (Thomson, 2012).

They suggest that, any researcher can use both probability and non-probability sampling approach that allows researchers to intentionally select participants (population) who are ‘information rich’. They underline that, probability and non-probability sampling method is very common in descriptive and explanatory qualitative case study. On the other hand, Trochim and Donnelly (2006) emphasized that stratified random sampling is preferable for research with participants from different departments, and from various bodies as it reduces bias and avoids skewing results by inadvertently selecting participants primarily from a few departments.

Therefore, for the purpose of collecting data; probability and the non-probability sampling method of a purposive (criterion) sampling techniques and key informants/quota sampling approach has been used for this study. .

3.6.1. Sample size

Different sources have indicated the sample size would be 10% of the population. However (Fowler, 2014) argued that this may not be the best approach in deciding sample size. As an alternative, sample size determinations should be based on researcher’s inquiry strategies. There are different strategies to determine the sample size from target population according to requirements of the researcher.

According to Fowler, (2014) “the choice of a sampling strategy places in part on feasibility and costs; it also involves the precision of sample estimates”. Accordingly, by employing purposive

(criterion) sampling techniques and key informants sampling approach the researcher selected and used the following samples groups as major information sources.

The researcher employed a purposive or judgmental approach to select stakeholders to gather data. This method, commonly used in qualitative studies, enables the researchers to gather in-depth and comprehensive data.

Based on this, the researcher selected from stakeholders (Athletes, Coaches, Regional Federation officers and sport Journalists) for responding of Questionnaire and in-depth interview as well as document sources. The researcher selected population for questionnaire responding, in-depth interview and document analysis based on their experience and long run relation with Ethiopian Athletics Federation.

Table 1, Demographic of Interviewee

No	Interviewee one	Profession	Experience
1	Interviewee one	Senior Communication officer	Ten years
2	Interviewee two	Sport Journalist	25 Years
3	Interviewee three	Sport Journalist	20 Years
4	Interviewee four	Sport Journalist	15 years
5	Interviewee five	EAF Executive Committee Member	4 years
6	Interviewee six	EAF Executive Committee Member	8 Years

Additional to the above interviewee; the researcher collected data through questionnaire by distributing questions for:-

- Ten sport journalists for questionnaire responding
- Ten athletes for questionnaire responding
- Ten coaches for questionnaire responding
- Ten regional Federations communication officers
- Observation and document analysis are other sources of data.

3.7. Data collection methods

Data collection methods are the techniques used to gather information from various sources, including personal experiences and recollections. These facts serve as the foundation for research and analysis, as they are relevant materials from the past and present. According to Richards (1994), the triangulation of information shown to be achieving during data analysis, and the application of various instruments increases the information acquired. The right data gathering tools has been used in this study to obtain adequate data from selected samples and sources.

As indicated in chapter one the purpose of this study is to evaluate the external communication status of Ethiopian Athletics Federation last two years in case study of Paris Olympic. For the purpose of this study the researcher has used the closed-ended questionnaire, in-depth interview and document analysis.

3.7.1. Questionnaires

As Kathleen (2005: p.13) mentioned that with quantitative methods- questionnaires the researcher asks all research participants same questions in the similar instruction. The response groups from which participants may choose are closed-ended or fixed. The researcher used closed ended types of questionnaire. For this study, the researcher prepared Questionnaire for sport Journalists, regional federation, athletes and coaches. The researcher prepared questionnaires for Athletes and coaches, for Regional Federation officers and for Sport journalist.

The closed ended questionnaire is designed to get definite answers and was used for simplicity. Questionnaire was considered as a key data gathering instruments and was managed to the sample study participants. The researcher distributed different questionnaires to the stakeholders of Ethiopian Athletics Federation based on the respondent. I.e. selected sport journalist, regional athletics federation representatives, coaches, track and field officials, athletes.

The questions are designed to evaluate external organization communication practice of Ethiopian Athletics Federation for last two years. The challenge of public relation practice on the area of external communication is also looked on the research.

3.7.2. In-depth Interview

In-depth interview was additional tool that used for this study. The in-depth interview was used to complement the data that were gathered through the use of different questions for different sources. Qualitative data collection methods include the use of in-depth interviews for key informants. Such an approach is viewed well in the researcher's understandings and impressions. It studies about experiences, behaviors and attitudes from the respondents. In-depth interviews are interviews that are designed to discover underlying motives and desires of the participants of the study. Such interviews are held to explore needs, desires and feelings of respondents. It is an important tool that assists in the elaboration of data concerning respondents' opinions, values, motivations, recollections, experiences, and feelings (Wimmer and Dominic, 2011).

The in-depth interviews are relying on a list of topics to be discussed and allowing a free of ideas and information. As Kathleen, (2005: p.14), stated that the in depth interviews are useful for learn from the perceptions of individuals. The interview typically takes the form of an open-ended dialogue in which the nominated informants are stimulated to air their sights on the problem or topic that is under study. Thus, the researcher listens wisely to what participants say and probes them to elaborate on their answers. There are commonly three types of interviewing techniques, Structured, Semi-Structured and Unstructured Interviews.

Thus, the case of this study the researcher has used in-depth interview to get primary source of data. The researcher has interviewed Ethiopian Athletics Federation resource mobilizing and communication department senior communication officer, two EAF Executive committee member and three senior sport journalist. The researcher prepared open ended questions for each of them and collected their respond regarding to Ethiopian Athletics Federation external communication performance of last two year. The researcher transcribed the interviews and translated to English Language.

3.7.3. Document analysis

An important advantage of documentation is that it may provide information that organization members have partly or completely forgotten (VanAken, Berends & Bij 2007:136). In this study the researcher has employed document analysis method to gather data, especially news coverage

of Ethiopian Athletics Federation cooperation with Olympic committee at Paris 2024. The aim of this document analysis is to understand what is written about Ethiopian Athletics Federation External communication. Some news and articles written during Paris Olympic was evaluated regarding to external communication appearance.

Additional to these guidelines, manuals, ethical standards, strategic, announcement, performance reports, and other written document have been reviewed properly. Moreover, audio-visual interview and speeches also reviewed to obtain essential data. This helps the researcher to compare to their practice and analyze the issue from different perspectives to get the full picture of the issue under investigation.

The researcher assessed annual report on external communication of EAF, some news and articles that outlet during the time frame. The researcher analyzed the document; based on Journalistic ethics and the relationship status of EAF with selected Stakeholders.

3.8. Data analysis method

This research was done by both methods qualitative and quantitative. In the process of analyzing qualitative data, researcher typically involved immersing oneself in the data to become familiar with it, then looking for patterns and themes, searching for various relationships between data that help the researcher to understand what they have, then visually displaying the information and writing it up (Kawulich, 2015). The researcher has involved exploratory data analysis technique to analyze the acquired data. This method of data analysis involves using graphics and visualizations to explore and analyze a data set. The goal is to explore, investigate and learn, as opposed to confirming Ethiopian Athletics Federation external communication performance.

The data that collected through different methods the researchers use different data analysis techniques. In-depth interviews were done six Interviewees by Amharic Language and recorded as audio. The audio transcribed to verbatim and translated in to English language. Their response analyzed by reporting methods and quotes. Data collected from in-depth interviews are analyzed by qualitative methods. The data that gathered through questionnaire were also analyzed by using table and descriptive sentences. The questionnaires were distributed for 37 Athletes, Coaches, Journalists and regional federations. Their respond was analyzed by table and described

using report methods. Additional to these, some documents that collected for this research are also analyzed by supportive photograph and images.

3.9. Ethical Consideration

The researcher gathered data from Ethiopian Athletics Federation Resource mobilizing and communication officer in-depth interviews and questionnaire; permission was obtained from each. Researchers have the responsibility to inform potential subjects or respondents of all features of the project that can reasonably be expected to influence participation (Wimmer and Dominick, 2011).

To maintain the confidentiality of the information provided by the participants, the respondents were told not to write their names on the questionnaire and they were assured of that the responses were used only for academic purpose and kept confidential. Assuring participants that what they say will be kept in confidence is important for earning their trust and thus for eliciting good data. You should understand the procedures outlined in the study protocol for protecting participants „privacy and be able to explain those steps clearly (Mack and Woodsong, 2005). Finally, all respondents were included in the study based on their free will.

3.10 Reliability and Validity

Data reliability and validity are both about how well a method measures something; reliability refers to the consistency of a measure (whether the result can be produced under the same conditions. Accordingly, the researcher used different checking method whether the data is valid and reliable. From these the first one is assessing the previous documents and letters that posted by EAF. The other checking method is document that arises from region and other stakeholders.

The researcher also collected data from the in depth interview with EAF Resource mobilizing and communication department officer, three senior sport journalist and two Ethiopian Athletics Federation Executive board members and from selected stakeholders like Athletes and Coaches as well as Regional Federations. The researcher use different methods to check the data is valid and reliable. Other related research and printed document is instrument which is important for check the data reliability.

CHAPTER FOUR

Data Presentation and analysis

4.1 Introduction

The objective of the study is to examine the status of external communication practice and to identify the major challenging factors of external communication implementation on the case of Ethiopian Athletics Federation. Theories, empirical evidence and practices indicate that, the effectiveness of any organization plays an essential role on the status of the interaction with stakeholders and various challenging factors determine the effectiveness of the status of organizations external communication.

The researcher collected data mainly through three methods. 40 Questionnaire were distributed for Athletes, Coaches, Sport Journalist and Regional federation officers. Six selected stakeholders are interviewed in depth to prepare this thesis. The document analysis and researcher observation also takes place during the preparation of the research.

Based on their work relationship Athletes and Coaches are combined during the data collection and analysis. 20 Questionnaire were distributed for athletes and Coaches. Out of these 17 responded all questions. The researcher analyzes Athletes and Coaches respond by combining both of them. Ten questionnaires for Sport Journalist and the remaining 10 questionnaire also distributed for regional Federations.

The study finds out major challenges that are affecting the external communication practice of the EAF. The chapter is organized in two sections that are discussed as follows. The first section of the chapter provides literature to support the quantitative and qualitative data analysis and discussion of the results gained from sample respondents. Given the fact as a departure of point, the results collected via the questionnaire, depth interview, observation and document review have been structured in to two major titles and sub-titles to present title based (lead) result and analysis.

The second section of the chapter merely focuses on presenting the implications of research findings. Similar to the first section of this chapter, the research findings and the implications have been presented.

The qualitative data will be analyzed and interpreted following a qualitative approach, whereas the quantitative data are analyzed using descriptive data analysis methods using simple mathematical and percentage. Correspondingly literature has been used to analyze and discuss the results obtained from the respondents.

Accordingly, to achieve the declared objectives, this research essentially has surveyed the EAF external communication practice:

- with Ethiopian Olympic committee (EOC)
- With regional federations
- With journalists (Media houses)
- With athletes
- With coaches

4.2. Quantitative data analysis and discussion

As stated above, this section deals on presenting data gained from the sample respondents and provide detail qualitative and quantitative analysis and discussion of the results. The section has been structured in two major titles and subtitles to present the data with respect to the objectives. As vividly indicated, the general objective of this study is to determine the status of the EAF external communication practice weather the EAF external communication is effective or not. Accordingly, the researcher has studied the external communication performance in relation to the stake holders such as Ethiopian Olympic committee, regional Athletics Federations, Journalists, Athletes and Coaches.

Consequently, the researcher has collected data from EAF resource mobilization and communication department. Data were collected via questionnaire, interview, document analysis, media review and observation regarding the status EAF external communication and the tools that have been employed by EAF to communicate stake holders.

The researcher produced 40 Questionnaire and distributed for Athletes, Coaches, Regional Federation and sport Journalist. Out of 40 Questionnaire, 37 responded by the above four stakeholders. These data are analyzed below.

4.3. Active social media and website links of EAF

As an important input for evaluating the specified elements, this study seeks to determine the extent to which the EAF utilizes external communication tools. These include traditional media (such as press conferences and press releases) as well as online platforms (including YouTube, Facebook, Telegram, Twitter/X, Instagram, email, and official websites). Understanding the EAF's engagement with these tools can provide valuable insights into its external communication strategies.

To assess and better understand the external communication tools used by the EAF and how they are employed to engage stakeholders, a survey was conducted on the EAF's practices. This study examined two key areas: the use of print and broadcast media by the EAF; the EAF's active online presence across various digital platforms.

Data was collected through interviews: The researcher first consulted the EAF's Resource Mobilization and communication staff to gather information on media usage and online communication strategies; direct review; the researcher independently verified the EAF's presence on social media channels and from the stakeholder feedback, the selected major stakeholders (sample respondents) were also engaged.

According to data obtained from the EAF's Resource Mobilization and Public Relations officer, the organization maintains five active official social media accounts and one website. To further validate the EAF's online presence, the researcher cross-checked this information using the Google search engine (www.google.com) and reviewed the active links associated with the EAF

Table 4.3.1 Active social media and website links of EAF

communication platforms uses for External communication by EAF Platform	Official pages	Active links	No of Followers
Social media	Facebook	https://www.facebook.com/EthiopianAthleticsFederation/	Above 155 thousands
	You tube	www.youtube.com/@EthiopianAthleticsFederation	923 subscribers
	Twitter	www.twitter.com/eaf.ethio	1382
	telegram	@ethiopianathleticsfederation	6,079
	Instagram	www.instagram.com/ethiopianathletics/?hl=en	4375
	Email	eth@mf.worldathletics.org	
Website	Website	www.eaf.org.et	No follower

Table 1 indicates that the EAF maintains five active official social media pages, one website, and one email address, all of which are utilized to fulfill its external communication objectives. It is widely recognized that public organizations leverage such internet-based platforms to provide stakeholders with timely and accessible information.

Regarding the significance and current use of these platforms, EAF's Resource Mobilization and Communication department said that the Federation has established these platforms to ensure its online presence, improve the dissemination of information to stakeholders, and facilitate urgent communication with partners.

The Resource Mobilization and Communication staff member of the EAF confirmed that while the Federation utilizes all available social media platforms, Facebook and Telegram are the primary channels. These platforms are used effectively to: enhance external communication, bridge information gaps, and transition from delayed, paper-based processes to an efficient, paperless online communication system.

percent show that Ethiopia Athletics Federation Stakeholders prefer Face book as a source of information.

Out of 37 respondents, two chosen Telegram rather than other plat forms. Ethiopian Athletics Federation telegram channels are chosen for sources of information by two Stakeholders. The remaining Channels did not visit by EAF Stakeholders.

Table 4.3.4. Sample respondents on the status of EAF social link utilization

Statement	Sampling Group	Sample size	yes	No	%	
					Yes	No
Do you know and use EAF social media links? And do you visit the link?	Regional Federations	10	10	0	100%	0
	Athlete & coaches	17	17	0	100%	0
	Journalist	10	10	0	100%	0
Do EAF has been communicating urgent information via its links as you and stakeholders needed?	Region Federation	10	6	4	60%	40
	Athlete & coaches	17	9	8	59%	41
	Journalist	10	6	4	60%	40
Do EAF use the link effectively to address crucial information to You/other partners?	Region Federation	10	7	3	70%	30
	Athlete & coaches	10	10	0	100%	0
	Journalist	10	6	4	60%	40
Do you believe that effective utilization of social media links enable to ensure good external communication	Region Federation	10	7	3	70%	30
	Athlete & coaches	17	13	4	76.5%	23.5
	Journalist	10	6	4	60%	40

Statements	Sampling group	Sample size				
			excellent	very good	good	Poor
Your evaluation about EAFs utilization of links to communicate urgent, crucial information to you?	Region Federation	10	3 (30%)	2 (20%)	5 (50%)	
	Athlete & coaches	17	2(11.8%)		10 (58.8)	5(29.4%)
	Journalist	10	1 (10%)	1 (10%)	4 (40%)	3 (30%)

Regarding the identified active links of EAF, the sample groups selected from EAF partners mainly from the named respondents evaluative data have been gathered through questioners via the stated statements in **table 4.3.4**. The result of sample respondents those are included in **table 4.3.4** shows that all 40 (100%) respondents know the active links of EAF and visit the links to get information. Having this fact, the researcher has tried to investigate the effective social media links utilization of EAF by raising three general and one evaluative statement.

Table 4.3.5 Status of EAF media utilization for external communication

Statement	Sample group	Sample size	Yes (%)	No (%)
Do you get update information from EAF	Media (journalist)	10	6 (60%)	4 (40%)
Did you prefer athletics federation sources rather than other sources?	Media (journalist)	10	6 (60%)	4 (40%)
Do EAF has been Communicating Urgent information via its Links	Media (journalist)	10	6 (60%)	4 (40%)
Do you believe that effective utilization of social media links enable to ensure good external communication	Media (journalist)	10	6 (60%)	4 (40%)

Based on the above table, media houses and Ethiopian athletics federation relationship regarding to news and information is fair. Out of ten respondent, six (60%) said they get update

information, EAF Communicate urgent information with its links, it is effective on utilization of social media links to ensure good external communication. More than have preferred Ethiopian Athletics Federation sources rather than other pages.

The remaining 4 (40%) of the respondent did not get update information from EAF, it didn't communicate urgent information and they believe that EAF has not effective utilization of social media links to ensure good external communication. Thus, out of ten stakeholders of journalist four did not preferred Ethiopian Athletics Federation sources as primary and first hand sources of information.

According to the data collected from journalists through questionnaire; all journalists preferred Ethiopian Athletics Federation Facebook account. Even the federation has five social media platforms, journalist preferred only Facebook.

4.4 Quantitative data analysis

4.4.1 EAF External Communication with athletes and Coaches

Ethiopian Athletics Federation is responsible to produce elite athletes for local and international competition. Selecting coaches and giving training for them are also other duties of EAF. According to Ethiopian Athletics Federation sources, there are more than 2500 Athletes and coaches registered on EAF data bases. Ethiopian athletics federation relationship with athletes and coaches are too bonded. The researcher distributed questionnaire for 20 Athletes and Coaches to evaluate their communication and relationship with EAF and 17 are responded.

Table 4.4.1. EAF External Communication with athletes and Coaches

Statement	Sample group	Sample size	Yes (%)	No (%)
Do you get update information from EAF	Athlete & coaches	17	82.4%	17.6%
Did you prefer athletics federation sources rather than other sources?	Athlete & coaches	17	76.5%	23.5%
Do EAF has been Communicating Urgent information via its Links	Athlete & coaches	17	58.8%	41.2%
Do you believe that effective utilization of social media links enable to ensure good external communication	Athlete & coaches	17	76.5	23.%
Is the PR department successful to solve disagreement and rumor?	Athlete & coaches	17	23.5%	76.5%

The above table showed the level of satisfaction of Athletes and Coaches on activities of Ethiopian Athletics Federation external communication. Out of 20 athletes and coaches, 17 give respond for the questionnaire. From 17 respondent 14 (82.4%) said they got update information from Athletics Federation. The remaining three respondents (17.6) said they did not get update information from Ethiopian Athletics Federation. From 17 Athletes and Coaches 13 (76.5%)

chose Athletics Federation communication sources. The remaining 4 (23.5%) chose other sources for information related to Athletics. The effective utilization of social media links enable to ensure good external communication score is better. Out of 17 respondents 13 athletes and coaches respond that EAF effective on utilization of social media links enable to ensure good external communication. The remaining four Athletes and Coaches said Ethiopian Athletics Federation was not effective on social media links enable to ensure god external communications. According to Athletes and Coaches, EAF capacity to solve disagreement is not good. Out of 17 respondent 13 (76.5%) said the Federation has not capacity to solve disagreement. The remaining four (23.5%) respondent believe that Ethiopian Athletics Federation has capacity to solve disagreement.

4.4.2 of EAF External Communication with Regional Federations

Today there are twelve regions and two city administration in Ethiopia. All of them are members of Ethiopian Athletics Federation. The regional Athletics Federations (Amhara Athletics Federation, Oromia Athletics Federation, Addis Ababa city Administration Athletics Federation...) have relationship with national Federation through training, equipment support and competition over all the year. The researcher distributed the questionnaire for ten Regional Federation officers and collected data regarding to their communication.

Table 4.4.2.1 the status of EAF External communication against Regional Federation

Statement	Sampling Group	Sample size	yes	No	%	
					Yes	No
Did you get update information?	Regional federation	10	9	1	90	10
Is the PR department responsible to minimize management crisis	Regional federation	10	6	4	60	40
EAF has been Communicating Urgent information via its Links?	Regional federation	10	6	4	60	40
Do EAF effectively using links to address crucial information to you	Regional federation	10	7	3	70	30
effective utilization of social media links enable to ensure good external communication	Regional federation	9	8	1	88.9	11.1

According to the above table, out of ten regions nine (90%) got update information from the national Federation at every corner. The researcher also collected data regarding to the level of communication satisfaction of regions. Out of ten regions, 6 (60%) said EAF has been Communicating urgent information via its Links, the remaining 4 (40%) said EAF has not been Communicating Urgent information via its Links.

Nine regions respond about the effective utilization of social media links enable to ensure good external communication. Out of nine, 8 (88.9%) said EAF is effective utilization of social media links enable to ensure good external communication. The remaining one (11.1%) Ethiopian athletics federation is not effective on utilization of social media links enable to ensure good external communication.

Table 4.4.2.2. The status of EAF External communication against Regional Federation

Statements	Sampling Group	Sample size	Level or percentage				
			Excellent	Very good	Good	poor	Very poor
The level of EAF feedback acceptance and resolution	Regional federation	9	1	5	2	1	0
			(11.1%)	(55.6%)	(22.2%)	(11.1%)	
The status of EAF Create awareness	Regional federation)	10	2 (20%)	2(20%)	4 (40%)	2(20%)	0
Utilization links to communicate urgent information	Media (journalist)	10	3(30%)	2(20%)	5 (50%)	0	0

Based on the above table regional Athletics Federation has positive relationship with national Federation on feedback acceptance and resolution. Out of nine respondent seven (77.70%) said EAF give response for their comment and feedback. Ethiopian Athletics Federation current status to aware about the Federation is also score well. Out of ten respondents only two said poor and the other eight gave well and above.

The other good score in the above table is utilization of links to communicate urgent information. Out of ten respondents no one gave poor and very poor. Ethiopian Athletics Federation utilization of link to communicate urgent information is good and above good.

Table 4.4.2.3 Regional Federation evaluation of EAF External communication

Statements	Sampling Group	Sample size	Level or percentage				
			Excellent	Very good	Good	poor	Very poor
level of EAF PR Department feedback acceptance & solution	Regional Federation	10					
			1 (10%)	5(50%)	2(20%)	2(20%)	0
Department status to create awareness	Regional Federation	11	2(18.20%)	2(18.2%)	4(36.4%)	3(27.3%)	0
Evaluation of EAF utilization links regarding to communicate urgent info	Regional Federation	11	3(27.3%)	2(18.2%)	6(54.3%)	0	0

The above table resulted regional Federation evaluation of EAF external communication. EAF level of handling feedback acceptance and solution is the first statement. Out of ten regional federation 5 (50%) gave very well. Two good, two of them poor and the remaining one said excellent. EAF resource mobilizing and communication department status to create awareness, and Evaluation of EAF utilization links regarding to communicate urgent information also responded by regional federations.

4.4.3. Result of data of EAF external Communication with Media

Currently there are more than 50 mainstream Medias in Ethiopia. Most of those are working with Ethiopian athletics federation regarding to any athletics issues. The researcher assessed the communication between athletics federation and media houses.

Table 4.4.3.1 Result of data of EAF external communication with media

Statement	Sampling Group	Sample size	yes	No	%	
					Yes	No
Did you prefer athletics federation sources rather than other sources	Media (journalist)	10	10	0	100	0

The above table shows media houses response on status of Ethiopian Athletics Federation external communication. All respondent 10 (100%) said they prefer Ethiopian Athletics Federation sources.

Table 4.4.3.2 Journalist's evaluation of EAF External communication

Statements	Sampling Group	Sample size	Level or percentage				
			Excellent	Very good	Good	poor	Very poor
The level of EAF PR Department on giving Clarification on Crisis or Disagreement?	Media (journalist)	10					
			1 (10%)	1 (10%)	4 (40%)	3 (30%)	1 (10%)
EAF relationship with Media Houses?	Media (journalist)	10	1(10%)	1 (10%)	5 (50%)	3 (30%)	
The department current Status to Create awareness	Media (journalist)	10	1 (10%)	1 (10%)	5 (50%)	2 (20%)	1 (10%)
EAF's Utilization of links regarding to communicate argnet, crucial information	Media (journalist)	10	1(10%)	1 (10%)	4 (40%)	3 (30%)	1 (10%)

According to the above table Ethiopian Athletics Federation and media house relationship is not on very good track. Regarding to their relationship, out of ten journalists, five said good. On the level of EAF PR Department on giving Clarification on Crisis and disagreement, out of ten respondent eight (80%) said below very good (good, poor and very Poor). The other responded other levels.

Ethiopian Athletics Federation resource mobilizing and communication department current status to create awareness about the federation also one issue focused on the above table. Out of ten respondents, five of them (50%) said well, the other respondent said excellent, very good, poor and very poor.

Ethiopian Athletics Federation Utilization of links regarding to communicate argent and crucial information is also evaluated on the above table. From ten respondents, eight (80%) said below very Good (good, Poor and very Poor).

The researcher also try assess the social media outlets that selected by Journalist, Types of content that is looked by Journalist and types of media selected by Ethiopian Athletics Federation.

4.5. Presentation and analysis of Qualitative data

This section presents the findings derived from qualitative research methods. The data collected through in-depth interviews are analyzed and presented below. The researcher conducted in depth interviews with: A representative from the Ethiopian Athletics Federation's resource mobilizing and communication department, two former Executive Board members of the Ethiopian Athletics Federation and three senior sports journalists.

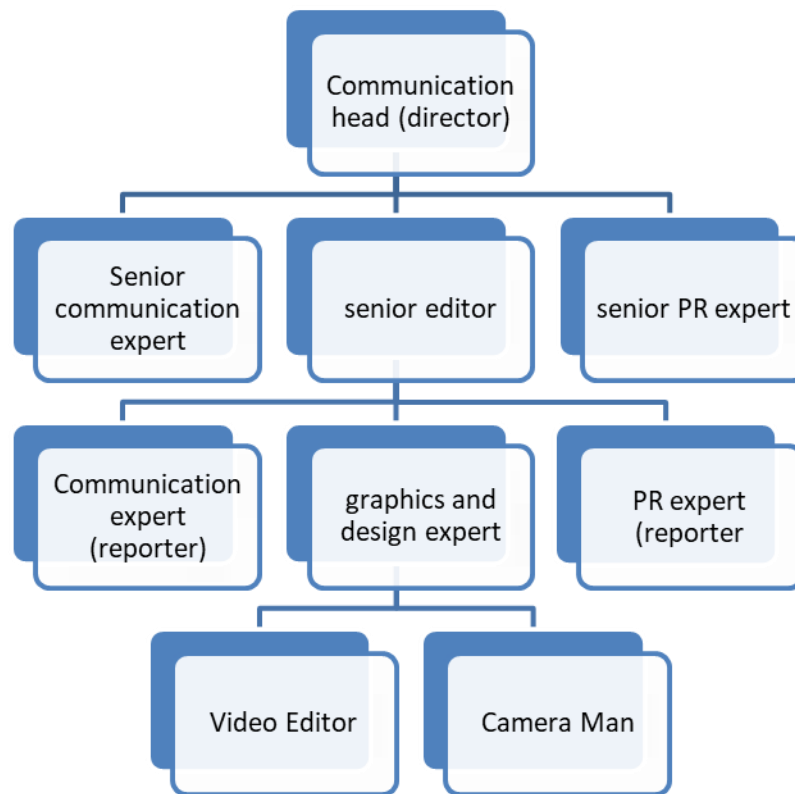
The research primarily focused on assessing the Ethiopian Athletics Federation's external communication status over the past two years with key stakeholders, including athletes, coaches, media houses, regional federations, and the Olympic Committee. The researcher intentionally selected five interviewees for comprehensive analysis:

- 1. Interviewee 1:** Current staff member of the Ethiopian Athletics Federation's Resource Mobilization and Communication Department (*Audio Records of 41:40*)
- 2. Interviewee 2:** Senior sports journalist with over 25 years of experience, having covered three World Athletics Championships and one Olympic Games on-site (*Audio Records of 11:50*)
- 3. Interviewee 3:** is senior sport journalist especially Athletics events and news (*Audio Records of 8:36*)
- 4. Interviewee 4:** Print media journalist specializing in sports reporting for over a decade, primarily for newspapers (*Audio Records of 5:51*)

5. **Interviewees 5** Former Executive Board members of the Ethiopian Athletics Federation who left their positions during the December elections (*Audio Records of 8:21*)
6. **Interviewees 6:** Former Executive Board members of the Ethiopian Athletics Federation who left their positions during the December elections (*Audio Records of 20:35*)

4.5.1 Ethiopian Athletics federation Public relation structure

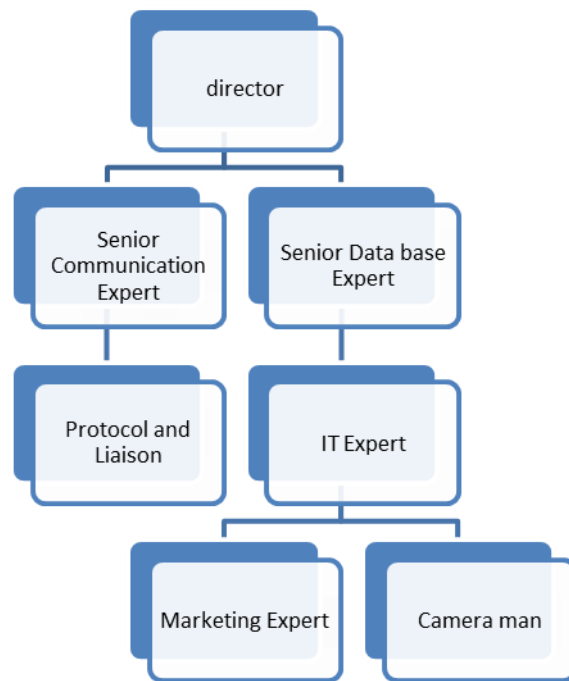
Ethiopian Athletics Federation communication is mixed with resource mobilizing. The department needs to stand alone only for communication duties. According to Ethiopian Athletics Federation sources most organization Public relation department looks like this:-



Graph1. Hierarchy graph of Most Institute Communication department

The above hierarchy graph shows most organization's minimum skilled employee structure for public relation (communication) department. Ethiopian Athletics Federation believes that every organization should hold at least eight skilled employees and one director.

But the Federation's Resource mobilizing and communication department established by assigning seven positions. According to federation sources from seven employees only three are on the duties. Look below hierarchy graph that applied on Ethiopian Athletics Federation resource mobilizing and communication departments.



Graph2. EAF Resource mobilizing and Communication department Hierarchy

The hierarchical chart of the Ethiopian Athletics Federation's Resource Mobilization and Communication Department reveals that only two positions - the Communication Expert and Camera man - are directly related to communication functions. The remaining staff members have no connection with communication work. This organizational structure itself faced a significant challenge for effective external communication.

A department staff member stated, "The weaknesses in Ethiopian Athletics Federation's external communication originate from its structural foundation." The Resource Mobilization and Communication Department ideally requires approximately eight officers, but currently operates with only three. Of these, just two (the Senior Communication Expert and Camera man) possess appropriate qualifications for their roles.

"We work with outdated materials and obsolete computers. News releases and other content are typically prepared and posted using personal mobile devices rather than federation equipment. This technological deficiency significantly hinders external communication performance, demonstrating how critical modern communication technology is for organizational effectiveness." (Interviewee one)

Proper communication technology can determine the success or failure of an institution's communication strategy. Organizations must carefully select and implement technological solutions that align with both stakeholder needs and institutional objectives.

All six interviewees concurred that the Resource Mobilization and Communication Department suffers from fundamental structural deficiencies. The department faces multiple challenges including: insufficient materials and equipment, inadequate number of trained personnel, limited operational autonomy, excessive bureaucratic constraints, and absence of modern technological resources. These systemic obstacles prevent the department from functioning at a level commensurate with Ethiopia's global athletic achievements and reputation.

The Ethiopian Athletics Federation's Resource Mobilization and Communication Department identifies the attitude of EAF Executive Board members and senior officials toward communication as the organization's most significant challenge. Some officials perceive communication merely as taking and posting photographs.

This limited understanding and approach has led to diminished emphasis on effective communication practices. Where trust is absent, effective communication cannot exist. When employees lack trust in their employers, leaders, or managers, communication inevitably deteriorates. This explains why cultivating workplace trust has become a primary objective for organizations worldwide. However, many institutions, including the EAF, still require substantial progress to establish themselves as truly trustworthy entities.

4.6 EAF External communication performance with stakeholders

4.6.1 EAF with Ethiopian Olympic Committee (EOC)

Ethiopian Athletics Federation has a work relationship with different governmental and non-governmental organization in many areas. EAF is responsible for preparing national team for international competition like Olympic and world Championship. Because of this; EAF and EOC are the more connected institute.

Olympic Games are a competition that prepared every four year in different countries as a host. It is one of the world famous international sport competition with more than 200 countries. The modern Olympic started at 1896 at Greece Athens. Ethiopia started participation on Olympic at 1956 Australia Melbourne. Ethiopian Olympic Committee was established in 1948 and member of International Olympic Committee since 1954.

Last year's Paris Olympic is a memorable event. Ethiopia took only one Gold and three silver medals on the event. Interviewee two (senior Sport Journalist) argue that Paris Olympic result did not deserve to Ethiopia. The result is the output of Ethiopian athletics federation Executive board member and Olympic counterpart conflict. Interviewee one:

"There were UN agreement between Ethiopian Olympic committee leader and EAF deputy president as well as some Athletes and Coaches. The reason for the conflict is the interference of Ethiopian Olympic committee against EAF Role and responsibility."

The above respond stated that the disagreement rises because of conflict between Ethiopian Athletics Federation and Olympic Committee. Interviewee one added that Media (journalist) also a reason for conflict. Some media houses exaggerated the news and bring damage on the result and external communication of EAF with its stakeholders. Some media outlasted Fake news. Unbalance news also posted and broadcast on different Medias; because the department couldn't give brief on the issue.

<https://www.facebook.com/share/p/19HsDDBG5z/>

<https://www.facebook.com/share/p/192g1sYJYT/>

Image2. Hatrick Newspaper News links about conflict of EAF and EOC

The power of the media coverage (and the concern it aroused in public opinion) proved stronger than the will of governments. As international competition between increasingly globalized news corporations grew more intense so the international media began to hunt in packs, seeking the next exclusive. The volume of their coverage may bring Crisis and damages. EAF did not give clarification on rumors and disagreement according to interviewee one.

Interest is the other reason for conflict between Ethiopian athletics federation and Olympic committee. Lack of continuous discussion and applying Ethiopian athletics federation rule and regulation is option to solve disagreement and brings effective communication.

Ethiopian Athletics Federation's communication department did not travel to Paris and consequently missed the opportunity to clarify the reasons behind the conflict and disagreement between the EAF and the Ethiopian Olympic Committee (EOC). Effective communication requires active engagement between all involved parties. Without mutual engagement, the very purpose of effective communication is undermined (interviewee one). Unfortunately,

organizations worldwide continue to grapple with disengaged workplaces, struggling to capture stakeholders' attention and foster cultures of openness, transparency, and active participation.

Interviewee three:

«The root cause of the conflict between the Ethiopian Athletics Federation and the Olympic Committee stems from non-compliance with regulations».

EAF and EOC responsibilities and authority are formally documented, but actual practices significantly diverge from these written provisions - a discrepancy that has prompted Olympic Committee intervention. Both the Olympic Committee and Ethiopian Athletics Federation suffer from excessive complexity and rigidity in their operations, which negatively impacts overall communication. Complex and rigid organizational structure can be the main culprit for inefficient communication, making it one of the most common communication tackles.

Interviewee Four (Senior Sports Journalist) also concluded that the Olympic Committee is primarily responsible for the conflict between EAF and EOC. The Ethiopian Olympic Committee Executive Board members' prioritizing their personal interests over national interests is one cause of the conflict. This conflict of interest has created miscommunication between EAF and EOC.

Interviewee one argues that the Ethiopian Athletics Federation's response to feedback and complaints from the Olympic Committee has been poorly handled. Every problem could be solved if strong communication existed. Communication should always be a two-way street. Moreover, listening and responding quickly to complaints and feedback is often more important than speaking. Yet many organizations still fail to understand the importance of encouraging employees to voice concerns and the value of their feedback. Those who foster a culture of open workplace communication enjoy a happier, healthier, and more engaged workforce. The EAF Resource Mobilization and Communication Department is like a toothless lion; sometimes the department waits for final results rather than acting as a decision-maker. Interviewee one stated that federation higher officials have restricted the Communication Department to merely following decisions rather than explaining or justifying them. Interviewee Two:

“Paris Olympic conflict stems from issues of fairness in athlete selection, with interference from wealthy individuals disrupting athletes and coaches, ultimately causing poor results.”

The main reason for the conflict of EAF and EOC was lack of fairness. Some athletes, sport Journalists, Coaches and other stakeholders opposed the decision. The decision has caused psychological damage to athletes, leading to lack of team spirit and other problems that contributed to Ethiopia's national team's weak performance at Paris 2024.

Interviewee Five & six (former EAF Executive Board Members) argue that disagreements among EAF Executive Board members are partly responsible for the conflict with the Olympic Committee. The disagreement arises because managers and the Olympic Committee interfere in matters where the Ethiopian Athletics Federation should have autonomy - particularly in selecting athletes, managers, and delegates for the Olympics, creating conflict.

Interviewee Four:

“Some media outlets fail to mediate disagreements. Some Media outlets and journalists support Olympic Committee and others backing the Ethiopian Athletics Federation. This was one of the problems for the conflict between EAF and EOC.”

According to Interviewee four Ethiopian Athletics Federation and Ethiopian Olympic Committee conflict occurred because of Medias. Journalism ethics require that every journalist remain impartial - presenting information without favoritism toward any particular viewpoint or party. All interviewees conclude that the Ethiopian Athletics Federation's external communication with the Ethiopian Olympic Committee over the past two years has been poor. Key causes include:

- Disregard for rules and regulations
- Internal disagreements among EAF Executive Board members
- EOC interference in EAF duties
- Division among coaches, athletes, and media
- Weaknesses in the federation's communication department

These factors have collectively contributed to ineffective external communication and poor results.

4.6.2 EAF with Media Houses

Currently, there are many Mainstream, print and digital medias in Ethiopia. Out of these more than half give coverage for Ethiopian Athletics. The national federation collaborates with both local and international media organizations, connecting through press releases and other communication formats.

Interviewee Five:

“Ethiopian Athletics Federation previously maintained poor media relations. Both positively and negatively media outlets are typically divided into two factions: those supporting and those opposing the EAF. Additional to this, EAF’s selective media engagement (rather than inclusive access) creates problematic partial communication. Comprehensive responses to all media inquiries are essential for building strong relationships.”

This polarization creates mixed impacts on the Federation. Overall, the EAF struggles with branding and logo promotion due to communication deficiencies. EAF should learn from Kenya's exemplary media relations with local and international outlets. The use of inappropriate communication channels remains a significant obstacle for the EAF. In today's complex communication landscape, selecting proper channels is crucial for effective stakeholder engagement.

Many organizations now adopt multichannel communication strategies to overcome such barriers, a practice the EAF communication department currently limited to organizing press conferences should implement. The department suffers from insufficient staffing and resources, lacking both trained professionals and adequate communication systems. The Federation disproportionately emphasizes social media over print media, weakening its traditional media relations.

Interviewee Three (senior sports journalist) noted inconsistent information dissemination about Ethiopian Athletics history and updates. Successful communication transfers right message for the right stakeholders at right times. During major events like the Diamond League, where prominent Ethiopian athletes. Communication professionals must prioritize clarity, consistency, and frequency. Inconsistent messaging across channels erodes trust, while delayed communication leaves stakeholders uninformed.

Interviewee Five highlighted how poor collaboration between the EAF's communication department, executive board, journalists, and other stakeholders further diminishes communication effectiveness. All interviewees concluded that the EAF's media relations require significant improvement, with responsibility shared between the federation and media outlets.

4.6.3 EAF with Athletes

With regard to EAF External Communication with Athletes, the Ethiopian Athletics Federation maintains Athlete relationships across all competitive levels. As the foundation of the Federation, Athletes receive long-term support, with the EAF responsible for developing champions at national and international levels.

According to Interviewee One (EAF communication staff), Athlete communication outperforms other stakeholder relations. The Federation supports youth Athletes in training academies through organized competitions, training monitoring, and constructive feedback. The Resource Mobilization and Communication Department effectively engages athletes through multiple platforms.



Image3. EAF Executive Board members discussed with Athletes at Feb 2025

Interviewees Two and Three:

“Ethiopian Athletics Federation's communication with athletes over the past decade is too poor. Athletics Federation relations have deteriorated significantly, with disagreements consistently arising before major competitions like the All-Africa Games, Olympics, and World Championships”

Interviewee two and three argues that Ethiopian Athletics Federation relation with Athletes were poor for last decades. EAF's Athlete selection process for international competitions remains a persistent source of conflict. The Federation has failed to adequately communicate its selection

criteria and Regulations to Athletes. The Resource Mobilization and Communication Department has performed poorly in creating awareness about the EAF's rules and procedures for international competition participation.

Interviewee three: *"EAF's outdated communication methods are a key factor in its poor athlete relations."* Modern, sustainable communication strategies are essential for improvement, yet the Federation continues using inadequate approaches. Effective stakeholder communication requires tools such as: Video conferencing (Zoom/Teams), direct messaging platforms, Regular email update, frequent news postings, Face-to-face meetings, and Timely feedback responses. The EAF's failure to implement such modern communication channels has significantly contributed to its strained relationship with athletes.

4.6.4 EAF with Coaches

According to Ethiopian Athletics Federation sources, there are many athletics Coaches in Ethiopia. Some of them are national level; others are continental and world level coaches and the remaining are project and private coaches. One of the duties and responsibilities of Ethiopian Athletics Federation is, maximizing trained coaches in the country. Ethiopian Athletics Federation gives continuous national, continental and world level training for coaches. Lucky coaches get a chance to lead athletes at Olympic and world Championship.

Interviewee Five argue that Ethiopian Athletics Federation communication with Coach is gradually changed from worse to good. The national Federation selected Athletes first, and then assigns coaches for them. Sometimes some Coaches oppose the decision and conflict arises from the Choice of coaches.

Interviewee three:

"Some Athletes managed with their husband, some were with his/her relatives and may be some athletes Coached by him/her. Because of this, Ethiopian Athletics Federation relationship with Coaches is not good."

Ethiopian Athletics Federation selected Coaches for international competition like Olympic and World Championship athletes whenever the tournament comes. Coach selection is one of the Challenges for EAF external communication.

According to Interviewee three respond: lack of applying rule and regulation regarding to Coach Selection leads to conflict and disagreement. EAF decision against Coach Selection creates weak external communication is the conclusion of Interviewee three.

4.6.5 EAF with Regional Federation

Currently, there are twelve regions and two city administration in Ethiopian. Ethiopian Athletics Federation has direct relationship with all members of Regional Federation. Interviewee one stated that Ethiopian Athletics federation external communication with Regional Federation is better than other stakeholders. Regional Federations are member of Ethiopian Athletics federation general Assembly. They participate at every decision corner. According to interviewee one EAF give financial support for all regional federation to be effective on Athletics sector based on their annual performance. The national Federation also gives occupational training for regional coaches, track and field referees. Interviewee one added that; EAF also support financially and training Equipment for Academies and training center which located on different regions and city administration like Ethiopian Youth Academy, Tirunesh Dibaba Academy, Derartu Tulu Academy, Maychew Academy, Finoteselam Academy and others training centers.



Image4. EAF Supported training kits for Academies and Training centers.

Interviewee one conclude that EAF External Communication with Regional Federation is better. But the communication method still needs amendment. Personal communication effort is more applicable than institutional. Visa process, Embassy process and protocol works are daily and routine duties of the department of resource mobilizing and communication than working for external communication.

Interviewee five and six (Ethiopian Athletics Federation Executive board former members) supported the response of interviewee one. They argue that all members of Regional Federation have right participated on general assembly and other Athletics events. During that event they decide about any Athletics issues. Ethiopian Athletics Federation elected its leader every four years. All Executive board member of Ethiopian Athletics Federation are representative of all regions that are members of Ethiopian Athletics Federation.

Interviewee three:

“EAF External communication with region is not on the same level. The national Federation gives high support for some selected regions and city administration like Oromia and Addis Ababa; Vice Versa for others. Such kinds of activity affected the overall score of EAF external communication against Regional Federations.”

Ethiopian Athletics Federation has a direct work relationship with Regions and City Administration whom are a member of the Federation. The national Federation support the regions at all level.

Generally, the finding of the research showed that Ethiopian Athletics Federation faces numerous challenges that limit the full function of the external communication from its stakeholders. From the explanation of the interviewees, it is possible to understand that Ethiopian Athletics Federation external communication is facing various challenges.

All the interviewees believed it is almost impossible to perform all the task and role of communication by three staffs (two of them are far from the profession). Shortage of equipment, lack of trained professionals, Ethiopian Athletics Federation Executive board member attitude towards Resource mobilizing and communication department, media interest, interfere of Olympic committee and other wealthy are some challenges for Ethiopian Athletics Federation external communicating. Limited resources and personnel, insufficient training, lack of a formal strategy, conflict interest, lack of willingness and attitude towards communication are challenges that faces Ethiopian Athletics Federation external communication with stakeholders.

4.7 Crisis management in EAF

Crisis management is a way intended specifically to avert/ prevent crises and lessen the harm they do to the organization and the people affected.(Petrovici, 2014) According to Coombs (2015), Crisis management can be refer as a way to deal with and the things/strategies an organization does to stop or lessen the harm caused by a crisis. The way the organization handles crises, involves including communication about the crisis in different plans and ways the organization operates.

It has evolved from emergency preparedness and, drawing from that base, comprises a set of four interrelated factors: prevention, preparation, response, and revision. Crisis management is when a plan is made to handle a bad situation, so that the risk and uncertainty are reduced and the organization can have more control over what happens. It helps the organization have more control over what happens in difficult times. Crisis management is an ongoing process that involves identifying and addressing variables related to a possible/ potential or existing crisis and finding a solution. It is the activities taken before, during and after a crisis.

The researcher delves into the research questions, contemplating the effectiveness of the EAF's current crisis communication management approach. In discussions with stakeholders of EAF, insights emerged revealing a consensus among them regarding the existence of a standardized method for handling crisis of External communication;

The Federation applied some of the mechanics to overcome the crisis of External communication. The new approach aimed at effectively managing and mitigating potential communication crisis. This can be achieved by adopting a comprehensive approach that incorporates proactive planning, adaptable response tactics, cooperative engagement and strategic communication when navigating crisis communication management.

4.8. Actions taken to overcome the limitation

To clarify, communication objectives including message efficiency, establishing learning networks, and knowledge sharing serve as fundamental guidelines for developing effective information distribution strategies. Key elements such as external communication practices, strategic communication planning, appropriate channel selection, and social media utilization in management are all crucial for maintaining successful external communications.

This research employs external surveys and interviews to evaluate the external communication performance and channels utilized by the Ethiopian Athletics Federation's Resource Mobilization and Communication Department. Data collected from stakeholders indicates these communication systems require substantial improvement and revision. EAF's last December

general assembly selected volunteer athletics leaders. These newly appointed board members will oversee federation operations for the next four-year term.



Image 5. The new Elected EAF Executive board Members

The new Executive board members of EAF decide to bring some changes. According to interviewee one; they started by reviewing the rule and regulation of Athletes and Coaches selection for international competition like Olympic and World Championship.

According to Interviewee one all the stakeholders criticize EAF External communication approaches and performance. Executive board members took the feedback and started to bring solution for the complaint.



Image 6. EAF discussed with Coaches on amended regulation

The Federation's decision to change the approach in an attempt to fix its external communication with stakeholders is also action taken by the new elected Executive board of Ethiopian Athletics

Federation. The board decided to restructure EAF resource mobilizing and communication department. This action started from accomplishing communication technologies and tools. The new elected executive board also decides to employ new professionals for the department of EAF resource mobilizing and communication.

During the discussion with athletes, coaches, media houses recommended that EAF should try different communication methods like writing things, talking through face to face discussion instead of messaging, using drawing or images to express ideas or provide example. Step out of the normal ways you deliver information to better articulate your message in a new and more informative ways.

According to Ethiopian Athletics Federation sources the new elected executive board member established new complains hearing subcommittee. The subcommittee has right and responsibility to hear any complain that come from EAF stakeholders like athletes, coaches, media houses, Olympic committee and regional federation. The committee will solve the complaint immediately if it is easy, if not it will referred to EAF Executive board. The news subcommittee will play positive effect on Ethiopian athletics federation external communication against its stakeholders.

Chapter Five

5. Conclusion and recommendation

5.1 conclusions

This study was conducted to address research questions with the main objective of to evaluate the status of Ethiopian Athletics Federation external communication with its stakeholders. Ethiopian Athletics Federation External communication strategies and challenges that faced the Federation also stated addressee on this thesis.

The study focused on evaluating external Communication in A case study of Ethiopian Athletic Federation against Olympic Committee at Paris Olympic 2024. The researcher assessed the status of EAF external communication, the tools in which the Federations used to communicate, and the strategies that applied by EAF and the Challenges that opposed the success of Ethiopian Athletics Federation external communication also stated on the research.

The Federation external communication tools and the challenges that faced the Federation during the application of external communication are examined on the research. EAF External communication tools are briefed on this research. The Federation Social Media pages, the way how the federation communicate with the stakeholders, Challenges that oppose the communication practice.

The resource mobilizing and communication department performance, and also its next plan to change the attitude and performance of EAF external communication with selected stakeholders are stated briefly.

Action taken by the new Executive board member also looked on this paper. Executive board members believe that the performance of Ethiopian Athletics Federation is not on the level of Ethiopian needs. So they prepare strategic plan to Change and reestablished Ethiopian Athletics Federation communication department.

The researcher use purposive Sampling method to get quantitative and qualitative data from the stake holders. In order to prepare this research 37 questionnaires are distributed for selected Athletes, Coaches, Sport Journalists and Regional Federations. Additional to questionnaire; open ended questions are raised for selected six Athletics sport stakeholders.

This research can be conclude as

- ❖ The research focus is only on last Two years Ethiopian Athletics Federation external communication performance with selected stake holders in a case study of Paris Olympic 2024
- ❖ The researcher take data from EAF, selected Athletes, Coaches, Sport journalists, Regional Federation officers, EAF Executive board members
- ❖ The study showed EAF External communication performance is focused on Media briefing, press release and announcement
- ❖ EAF Main external communication tools are Social media Outlets especially Facebook and telegram
- ❖ EAF used some selected Media houses to promote its work
- ❖ Lack of budget, Attitude towards external communication, Lack of technological equipment, shortage of trained professional, interference of external body
- ❖ EAF communication responsible department even if have not trained and full equipment some staff member effort also assessed.

In general EAF Resource mobilizing and communication department is a bridge to connect Athletics with Ethiopians. But the performance is not look like many expected.

5.2Recommendation

According to finding of the research, EAF Resource mobilizing and communication department last two year external communication performance is poor. There are many reason and challenges to score better performance on the area of external communication in last two years. The department faced many shortages including:

- Technological equipment
- Human resources
- Attitude towards External communication performance
- The method of communication
- The image creation and feedback handling of the federation is not score good

The above challenges tackled Ethiopian Athletics Federation Resource Mobilizing and communication department's External communication performance. In order to bring change on external communication some actions should take. These actions are:-

- ❖ The interviewees argue that Ethiopian Athletics Federation external communication needs amendment. In order to be competent on the area of Athletics; EAF should revise its strategies.
- ❖ The Federation should reform its methods of communication and should minimize its conflict with stakeholders to be successful.
- ❖ EAF communication staff should willing to adapt change and ready to accept the public opinion
- ❖ Working corporately with other departments and Federation's stakeholders is important.
- ❖ Professionalism should respect to bring changes in the area of external communication.
- ❖ Attitudes towards Communication should change to bring success
- ❖ The Federations should allocate modern media Facilitate and logistics to the department
- ❖ Solving lack of budget and employed trained professionals is the first action to be taken by the federation.
- ❖ The department should empower to exercise its power freely to maximize the performance of external communication against stakeholders.
- ❖ Working openly with media is the other solution to bring change on external communication.
- ❖ All six interviewees argued that Ethiopian Athletics Federation relation with media houses is not good. Without working with media promoting athletics is impossible.
- ❖ Applying the rule and regulation of Ethiopian Athletics Federation regarding to selection of Athlete and Coaches are other case to create smooth communication with them.
- ❖ If Ethiopian Athletics Federation applied the rule without any interference, there is no disagreement and conflict with Athletes and Coaches.
- ❖ Maximizing support for Regional Federation also play vital role to bring changes on external communication.
- ❖ Using social media Impact highly is also important to bring changes on external communication practices with stakeholders

Ethiopian Athletics Federation External communication performance will score if it applied the above recommendation.

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Appendices

በአዲስ አበባ ዩኒቨርሲቲ በህዝብ ግንኙነትና ማርኬቲንግ ኮሙኒኬሽን ሁለተኛ ድግሪዬን ተምራ ጥናታዊ ጽሑፍ በኢትዮጵያ አትሌቲክስ ፌዴሬሽን ህዝብ ግንኙነት ላይ እየሰራሁ ነው። የሚከተሉትን ጥያቄዎች በመመለስ ተባበረኝ፡፡

ለጋዜጠኞች የቀረቡ ጥያቄዎች

1. በኢትዮጵያ አትሌቲክስ ፌዴሬሽን ህዝብ ግንኙነት ምን ያህል ረክተዋል?
2. የህዝብ ግንኙነት ስራ ጊዜውን የጠበቀ፣ በቴክኖሎጂ የታገዘ ነው ብለው ያምናሉ? ካላመኑስ ምን ይደረግ?
3. ባለፉት ሁለት ዓመታት በኢትዮጵያ አትሌቲክስ ፌዴሬሽን የወጭ ግንኙነት ስራው ውስጥ ምን ዓይነት ችግሮችን ተመለከቱ?
4. በፓሪስ አሊምፒክ ከአትሌቶችና አሰልጣኝ ምርጫ ጋር በተገናኘ የተፈጠሩ ወዝግቦች መንስኤያቸውምን ነበር? መፍትሄ ወስነ?
5. ከአሊምፒክ ኮሚቴ ጋር ለተፈጠረው ችግር ምክንያቱ ምን ይሆን? ማነስ ችግሩን ፈጠረው? መፍትሄ ወስነ?
6. በኢትዮጵያ አትሌቲክስ ፌዴሬሽን ውስጥ የብሄር የበላይነት አለ ብለው ያምናሉ? ምን ይደረግ ይላሉ?
7. የተፈጠረው ችግር በአትሌቲክስ ውጤት ላይ ያመጣው ተፅዕኖ አለ? የተወሰደው መፍትሄስ አጥጋቢ ነው?
8. ችግሮቹ ሲፈጠሩ አትሌቲክስ ፌዴሬሽን ህዝብ ግንኙነት በቂ ማብራሪያ ሰጥቷል? ካልሰጠ ምክንያቱ ምን ይሆን?
9. ለአትሌቲክስ ፌዴሬሽን ህዝብ ግንኙነት እንዲሻሻል ምን ይመክራሉ?

አመሰግናለሁ

በአዲስ አበባ ዩኒቨርሲቲ በህዝብ ግንኙነትና ማርኬቲንግ ኮሙኒኬሽን ሁለተኛ ድግሪዬን ተምሬ ጥናታዊ ጽሑፍ በኢትዮጵያ አትሌቲክስ ፌዴሬሽን ህዝብ ግንኙነት ላይ እየሰራሁ ነው፡፡ የማከተሉትን ጥያቄዎች በመመለስ ተባብረኝ፡፡

ለአትሌቲክስ ፌዴሬሽን ስራ አስፈጻሚ ኮሚቴ የቀረቡ ጥያቄዎች

1. በኢትዮጵያ አትሌቲክስ ፌዴሬሽን ህዝብ ግንኙነት ስራውምን ያህል ረከተሃል?
2. የህዝብ ግንኙነቱ ስራው ወቅቱን ያማከለ፤ በቴክኖሎጂ የታገዘ ነው ብለህ ታምናለህ? ካለመንከስ ምን ይደረግ?
3. የተሰናበተው የኢትዮጵያ አትሌቲክስ ፌዴሬሽን አቅም ያለው ነበር? ክፍተቱ ምን ነበር? እንዴት አለፈው?
4. ባለፉት ሁለት ዓመታት በኢትዮጵያ አትሌቲክስ ፌዴሬሽን የወጭ ግንኙነት ስራው ወሰጥ ምን ዓይነት ችግሮችን ተመለከቱ?
5. በፓሪስ አሊምፒክ ከአትሌቶችና አሰልጣኝ ምርጫ ጋር በተገናኘ የተፈጠሩ ውዝግቦች መንስኤያቸው ምን ነበር? መፍትሄ ወስነ?
6. ከአሊምፒክ ኮሚቴ ጋር በተፈጠረው ችግር ምክንያቱ ምን ይሆን? ማነስ ችግሩን ፈጠረው? መፍትሄ ወስነ?
7. በኢትዮጵያ አትሌቲክስ ፌዴሬሽን ወሰጥ የብሄር የበላይነት አለ ብለው ያምናሉ? ምን ይደረግ ይላሉ?
8. የተፈጠረው ችግር በአትሌቲክስ ውጤት ላይ ያመጣው ተፅዕኖ አለ? የተወሰደው መፍትሄስ አጥጋቢ ነው?
9. ችግሮቹ ሲፈጠሩ አትሌቲክስ ፌዴሬሽን ህዝብ ግንኙነት በቂ ማብራሪያ ሰጥቷል? ካልሰጠ ምክንያቱ ምን ይሆን?
10. ለአትሌቲክስ ፌዴሬሽን ህዝብ ግንኙነት እንዲሻሻል ምን ይመክራሉ?

አመሰግናለሁ

ለፌዴሬሽን ህዝብ ግንኙነት ክፍል ኃላፊ ተወካይ የቀረቡ ጥያቄዎች

1. ስያሜው በራሱ የህብት የሃብት ማሰባሰብና ህዝብ ግንኙነት ስለሚል ለአስራ ምቹ ይሆናል?
2. የክፍሉ አደረጃጀት፣ መዋቅሩ ከሰው ኃይል አንጻር፣ ቢሮና ኬህኖሎጂ ብሎም ከግብዓት አንጻር ዘመኑን የዋጀነው?
3. የኢትዮጵያ አትሌቲክስ ፌዴሬሽን ስትራቴጂክ የሆነ የወጭግንኙነት ስልት አለው? ካለውስ አፈጻጸመን ይመስላል?
4. የህዝብ ግንኙነት ክፍል ወቅታዊ አቅምና እንቅስቃሴ ጊዜውን ያማለከለና የሚመጥን ነው? ካልሆነ እስከ መቼ በዚህ አቋም ይቀጥላል?
5. የህዝብ ግንኙነት ባለመያዎቹ ወቅቱ የሚፈልገውን እውቀት፣ ልምድና ቴክኖሎጂ የታጠቁ ናቸው? ከሌላቸው ለምን ማነ ወስኖ ሊያሟሉ የሚገባው?
6. የኢትዮጵያ አትሌቲክስ ፌዴሬሽን ከአሊምፒክ ኮሚቴ፣ ከክልሎች፣ ከአትሌቶች፣ ከመገናኛ ብዙሃን ተቋማት፣ ከአስልጣኞች ብሎም ከአህጉር ዓቀፍና ዓለም ዓቀፍ አቻ ፌዴሬሽኖች ጋር ያለው ግንኙነት ምን መልክ አለው?
7. ፌዴሬሽኑ የሚጠቀማቸው የህዝብ ግንኙነት ስልቶች የትኞቹ ናቸው?
8. ፌዴሬሽኑ ይፋ የሚያደርጋቸው መረጃዎች ምን ዓይነት ናቸው? ሰዓትስ ይመርጣል? የትኞቹን ቻናሎች ይጠቀማል?
9. የፌዴሬሽኑ ባለድርሻዎች የሚባሉት ተቋማትና ግለሰቦች በህዝብ ግንኙነቱ አፈጻጸም ላይ ቅሬታ ሲያቀርቡ ያደምጣል? መፍትሄስ ይሰጣል?
10. አትሌቲክስ ፌዴሬሽን እና አሊምፒክ ኮሚቴ ውዝግብ የተፈታበት የተግባቦት ስልት ካለ ቢገለጽልኝ?
11. በህዝብ ግንኙነት ስራዎቹ የገጠሙት ፈተናዎችና ያለፉባቸው ዘዴዎች ምን ድናቸው?

አመሰግናለሁ