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SCHOOL OF JOURNALISM AND COMMUNICATION DEPARTMENT OF PUBLIC RELATION
AND STRATEGIC COMMUNICATION

ASSESSING THE PRACTICE OF ORGANIZATIONAL COMMUNICATION IN ENHANCING
WORK EFFECTIVENESS ON EMPLOYEES: IN THE CASE OF ETHIOPIAN MINISTRY OF
REVENUE

BY: - KASSANEW TENAW

A THESIS SUBMITTED TO THE SCHOOL OF JOURNALISM AND COMMUNICATION IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR MASTERS OF ARTS DEGREE IN
PUBLIC RELATION AND STRATEGIC COMMUNICATION

ADVISOR: - GASHAYE BELEW (Ph.D.)

ADDIS ABABA ETHIOPIA,

NOVEMBER, 2021



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DECLARATION

I declare that this thesis is my original work has not been presented for a degree in any other university and all sources or materials used for the thesis have been duly acknowledged.

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APPROVAL

ADDIS ABABA UNIVERSITY SCHOOL OF JOURNALISM AND COMMUNICATION

This is to certify that the thesis prepared by Kassanew Tenaw Tessema assessing the practice of organizational communication in enhancing work effectiveness on employees in the case of the Ethiopian Ministry of Revenue Head Office and submitted in partial fulfillment of the requirements for the Degree of Master of Arts Public Relation and Strategic Communication complies with the regulations of the University and notes the accepted standards for originality and quality.

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ABSTRACT

This study seeks to appraise the role of organizational communication in enhancing work effectiveness on employees in the case of the Ethiopian Ministry of Revenue Head Office. It aims to achieve this by examining the role of the organizational flow of information on employee work effectiveness; assessing the role of the organizational communication model on employee work effectiveness; assessing the role of nature of information on employee work effectiveness and evaluating the role of information load on work effectiveness in case of Ethiopian Ministry of Revenue. Organizational communication is imperative for the functioning of any type of organization. When an organized collection of individuals work interdependently within a relatively structured, organized, and open system to achieve the common goals, get involved in communication and organizational communication. The organizational communication process assists in the generation of resources from the external environment to accomplish the goals of the organization. When understanding organizational communication, it is vital to acquire an understanding of the process, source, message, channel, and receiver. It is primarily when one individual or a group of individuals' attempts to inspire the meaning in the mindsets of other individuals or groups of individuals through the utilization of various forms of communication. The study concluded that the interplay and harmony of effective organizational communication lead to work effectiveness. Therefore, there is a need to ensure that good communication strategies are employed in the organization. This study included research method design, data sources, sampling techniques, data collection tools, ethical considerations, and data interpretations, conclusions, and recommendations.

Keywords: organization, organizational communication, work effectiveness

DEFINITION OF TERMS

Organization: “Organization is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing relationship for the purpose of enabling people to work most effectively together in accomplishing objectives”. Louis A. Allen

Communication: communication as any process in which people share information, ideas feelings, and that it involves not only the spoken and written word but also body language, personal mannerism and style anything that adds meaning to a message. Hybels and Weaver (2001)

Organizational Communication: organizational communication as the exchange of information from the sender to the receiver with the information being understood by the receiver. Koontz (2001)

Effective Organizational Communication: Effective organizational communication involves knowing how to create and exchange information, work with diverse groups or individuals communicate in complicated and changing circumstances, as well as having the aptitude or motivation to communicate in appropriate manners.

Effective communication: Effective communication is the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended. Effective Communication is defined as the ability to convey information to another effectively and efficiently. R.W. Griffin

Work effectiveness: work effectiveness is a measure of the ability to carry out the functions, tasks and plans of the company or organization as previously planned. It is focusing on achieving a given goal. Sutrarto (1978:95)

Employee communication: Employee communication is the sharing of information, ideas, and feelings between employees and managers of a company. It can happen verbally, or electronically, on various mediums such as email, mobile applications, intranets, and collaboration tools.

ACRONYMS AND ABBREVIATION

AAU= Addis Ababa University

BA= Bachelor Arts

ECA=Ethiopian Costumes Authority

ERCA= Ethiopian Revenues and Customs Authority

FIR=Federal Inland Revenue

MA= Master of Arts

MER= Ministry of Ethiopian Revenue

MOR= ministry of revenue

NLA = National Lottery Administration

OC = Organizational Communication

PR= Public Relation

SPSS= Statistical Packaging for Social Science

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CHAPTER ONE INTRODUCTION

1.1 BACKGROUND OF THE STUDY

An organization is an entity /body/ incorporating multiple people, such as an institution or an association that has a particular purpose. It refers to an organized group of people with a particular purpose, such as a business, government, or non-profit. Organizations exist because people work together to achieve a goal more than a person working alone. Thus, an organization is a dynamic system of organizational members, influenced by external stakeholders, who communicate within and across organizational structures in a purposeful and ordered way to achieve a common goal. With this definition, an organization is not defined by its size, purpose, or structure. Rather, an organization is defined by the linguistic properties that reside in its internal and external communication interdependencies (Deetz, 1992; Weick, 1979).

Communication is the most important component of our lives because we are forced to communicate, regardless of means or channel. Communication is everywhere, and the field of communication has become extremely vast. All human activities, individual or collective, revolve around information that is sent, received, or analyzed. Communication is part of action and reflection, just as currency is part of the economy (Zemor, P., 2003, p. 26). Communication is a process where there is a mutual assignment of meaning, simultaneous responses by all persons in the transaction, ongoing giving and receiving of multiple messages, circularity, and numerous channels of communication (Berlo, 1960).

Communication is one of the vitals important proceedings for the actions of the organizations. For Managers to transmit the information about “what, how and when” is through communication. Effective teamwork among the employees or High levels of cooperation and understanding within groups depend on mutual communication (Atak, 2005).

Communication is that the lifeblood of the organization; the glue that binds the organization; the oil that smoothens the organizations function; the thread that ties the system together, and a binding agent that cements all relations. Organizational communication refers to the forms and channels of communication among members of organizations like corporations, nonprofits, or small businesses. Goldhaber (2007) Niculae.T, Gherghi D., (2006)

Organizational communication is defined as the process of exchanging messages with the view of achieving the individual and customary objectives of its members. It is one of the essential prerequisites for building a successful business. Communication is, nowadays, unanimously recognized as the key to organizational excellence and efficiency together with the foremost important activities of a corporation. (Harris & Nelson, 2008, Grunig, 1992)

On the other hand, according to Ince (2011:107), organizational communication is a social process that provides contact and information exchange between both departments and units of an organization and an organizations environment for operation of organization and accomplishment of the organization objectives. Organizational communication ensures that every employee is conversant in what's expected of them, through relevant and timely information disseminated. This study is seeking to assess the role of organizational communication enhancing work effectiveness on employees in the case of the Ethiopian Ministry of Revenue Head Office.

The Ethiopian Revenues and Customs Authority are established as an autonomous federal government organization having its legal personality. The Ministry is accountable to the Prime Minister. It has its head office in Addis Ababa and may have branch offices, tax centers, and customs control stations, in all regions as may be necessary.

Ethiopian Ministry of Revenues (MOR) is the body responsible for collecting revenue from customs duties and domestic taxes. In addition to raising revenue, it is responsible to protect society from the adverse effects of smuggling and contraband. It seizes and takes legal action on the people and vehicles involved in the act of smuggling, any tax evasion, and avoidance while it facilitates the legitimate movement of goods and people across the border

The previous name of Ministry of Ethiopian Revenue called Ethiopian Revenues and Customs Authority (ERCA) was established by proclamation No. 256/1994 issued on October 10, 2002, on articles 4, 5, 6, and 26. Under the proclamation, the aims, powers, and duties bestowed on the former revenue board on proclamation No 5/1987 are fully transferred. In addition, the minister is given the responsibility of conducting the revenue sector reform program continuously

Furthermore, the minister leads and supervises three affiliated revenue sectors, namely; the Federal Inland Revenue (FIR), the Ethiopian Costumes Authority (ECA), and the National Lottery Administration (NLA).

The Minister of Ethiopian Revenue has objectives, visions, mission statements, values, principles, powers and duties. Ministry of Ethiopian Revenue PR 2020 annually plan published documents shows the following articles: - The objective of the ministry is to facilitate the conditions for systematic, efficient, and timely collection of government revenue and to direct their collection. The vision to see the modern and effective government revenue policy and administration system that is not exposed to corruption and delivers efficient service to the public lays down a reliable basis for the acceleration of the country's social and economic developments. The mission statement to enable government revenue to be collected by performing revenues sector reform program continuously, laying down modern government revenue collection and administration; raising the awareness of the public and executing revenue laws without discrimination and giving transparent, efficient, fair and effective service to delivery. MOR PR annually plan (2020)

The Ministry is attempting to install the following values and working principles and values develop the revenue sector workers interest to collect and increase government revenue and their commitment to the organization; the top management commitment to bring change and to make a thing be time and interest to deliver open, efficient and fair service. Besides, a feeling of integrity and not being exposed to corruption, the enthusiasm to create a sector that brings development. MOR PR annually plan (2020)

The Minister of Ethiopian Revenue has powers and duties to set up systems of supervision and follow-up aimed at the efficient collection of government revenues; to direct and supervise FILA, ECA, and NLA and to ensure the due assessment collection and proper keeping of accounts of government revenues as well as of joint revenues of the federal and regional governments, following the relevant laws; to direct and coordinate the ongoing tax reform program; in addition to this, to perform such other duties to help enhance the carrying out of its activities. MOR PR annually plan (2020)

1.2. STATEMENT OF THE PROBLEM

Organizational communication, in today's organizations, has not only become much more complex and varied but has become a crucial factor for overall organizational functioning and success. The way the organization communicates with its employees is reflected in the morale, motivation, and performance of employees. Communication as an integral element of management is ignored in many organizations which results in practices of use of poor communication techniques, untimely communication, and misunderstanding of data, and at times total lack of communication. Salem (2008)

Organizational communication is critical for any organization to function well. Through communication, knowledge is transferred and shared in organizations. In addition, communication is an enabler for organizational learning and it is important to continuously invest in developing organizational communication. Communication contributes effectively towards organizational success. In a large organization like the Ethiopian Minister of Revenue, miscommunication is inevitable many research and organizational reports point out that positive communication is one of the most important factors that help build effective employees work for a team. Vaananen (2010:2)

Goldhaber (1990) identified several common characteristics in the variety of definitions of organizational communication that occurs within a complex open system that is influenced by and influences its internal and external environments; it involves messages and their flow, purpose, direction, and media, and involves people and their attitudes, feelings, relationships, and skills. Organizational communication is that the sending and receiving of messages among interrelated individuals within a specific environment or a setting to realize individual and customary goals.

Organizational communication largely focuses on building relationships or repeated interpersonal interactions, with internal organizational members and interested external publics. Organizational communication as an academic discipline includes the study of symbols, messages, media, interactions, relationships, networks, persuasive campaigns, and broader discourses within an organization be it a corporation, governmental agency, religious institution, social movement. Cheney etal. 2004:7

Organizational communication is divided into three main dimensions: communication with coworkers,

communication with managers, and organizational communication policy (Yildirim, 2014:102). Organizational communication is used, including internal, external, informal, and formal communication with processes ranging from intra-individual to mass-mediated communication. The research was focusing on the role of organizational communication work effectiveness of employees.

As (Huma H., 2018) stated that, organizational communication includes other forms of communication in organizations that flow among and between organizational units and groups. Each involves oral or written communication. Some forms of communication in an organization follow vertical and horizontal linkages.

Finally, this study is intended to assess the practice of organizational communication on employees work effectiveness. The study also sought to inform high-level managers, middle managers, and the low level employees of the organization under review to understand and enhance its employees' work effectiveness with their communication level and to design appropriate mechanisms they become effective in organizational communication. This study strived to list out some strategies to assess the practice of organizational communication enhancing work effectiveness on an employee in the case of the Ethiopian Ministry of Revenue Head Office.

1.3. RESEARCH QUESTIONS

1. What does Ethiopian Minister of Revenue Head Office employees practiced the role of organizational communication in the organization?
2. What is the organizational flow of information on employee work effectiveness?
3. What is the nature of organizational communication on employee work effectiveness?

1.4. OBJECTIVE OF THE STUDY

1.4.1. General objective

The main objective of the study is to assess the practice of organizational communication in enhancing work effectiveness on employees in the case of the Ethiopian Ministry of Revenue.

1.4.2. Specific objectives

1. Identify the role of organizational communication in enhancing work effectiveness on employees in the case of the Ethiopian Ministry of Revenue.

2. To assess the organizational flow of information models on employee work effectiveness in the case of the Ethiopian Ministry of Revenue.
3. To investigate the nature of organizational communication on employee work effectiveness in the case of the Ethiopian Ministry of Revenue.

1.5 SIGNIFICANCE OF THE STUDY

The study hopes to contribute towards understanding the practice of organizational communication in enhancing work effectiveness on employees within the case of the Ethiopian Ministry of Revenue Head Office; identifying the role of organizational communication in enhancing work effectiveness on employees within the targeted study area. The research of the study used a reference as additional secondary data sources for the other researchers.

The research focused on assessing the practice of organizational communication in enhancing work effectiveness on employees in the case of the Ethiopian Ministry of Revenue Head Office. This research would be supportive to other organization as it would provide them with significant information for filling the knowledge gap, for academic purpose to improve the role of organizational communication in enhancing work effectiveness on employees.

1.6. SCOPE OF THE STUDY

This research focused on the Ethiopian Minister of Revenue Head Office. The physical location of the study site is Addis Ababa, Ethiopia around Megenagna. This is difficult to address the entire government organization present in the country. Moreover, the data was collected from the Ethiopian Minister of Revenue director, department directorates, staff, employees, and other key employees.

1.7. LIMITATIONS OF THE STUDY

This research faced some limitations during the study. Main challenges are during the data gathering process; employees weren't getting in their offices. Some employees left abroad and those who communicated over the mobile phone were challenged to get their exact address. The other big challenge for this study was COVID 19 pandemic in the world and our country. This Virus is an impediment to get necessary for the group ideas study as well as to meet the employees in a face-to-face situation. Hence, these limitations harm the quality of this study.

1.8. ORGANIZATION OF THE STUDY

The research was included five chapters. Chapter one presents the introductory section which embraces the background of the study, statement of the problem, the objective of the study, research questions, significance of the study, the scope of the study, and limitations of the study. The second chapter deals with a review of related literature. The third chapter indicates the methodology of the study which presents a qualitative and quantitative research method approach, design, method of data collection, data analysis, and ethical consideration; Chapter four deals with data presentation and analysis. In the last chapter, chapter five presents the findings of the study, summary, conclusion, and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Historical Background and Definitions of Organizational Communication

Wrench and courter (2015, p. 35) explained that “the brief history of the sector of organizational communication as a quick timeline dating back to the 1750s when the economic Revolution began within the United Kingdom”. The authors' study approved that the introduction of steam-powered technology continually transformed the way industries functioned and run to the last word-formation of the new firm. Their study added that the history of organizational communication may be a complex one; beginning with the economic uprising and therefore the development of the fashionable corporation, the knowledge of organizational communication was ultimately crystallized within the 1950s and 1960s. In the 1950s organizational communication focused largely on the role of communication in improving organizational life and organizational output.

Within the 1980s, the world turned away from a business-oriented approach to communication and has become concerned more with the constitutive role of communication in organizing. Within the 1990s, critical theory's influence on the world was felt as organizational communication scholars focused more on communication's possibilities to oppress and liberate organizational members. (Wrench and courter, 2015, p.37)

Organizational communication is the sending and receiving of messages among interrelated individuals within a specific environment or setting to realize individual and customary goals; it's highly contextual and culturally dependent. Organizational communication as a tutorial discipline embraces the study of symbols, messages, media, interactions, relationships, networks, persuasive campaigns, and broader discourses within a corporation be it an organization, governmental agency, religious institution and movements. Cheney et al. 2004 cited in (Johansson, 2007.p, 2)

Miller, (2003:2) said organizational communication involves understanding how the context of the organization influences communication processes and how the symbolic nature of communication differentiates it from other forms of organizational behavior. It involves the fascinating intersection between the organizational context and the communication process.

Stephen P. Robbins defines a corporation as a “consciously coordinated unit composed of two or more folks that function on a comparatively continuous basis to realize a standard goal or set of goals”. Organizations are entities that have got to control the behavior of their members while members generally strive for his or her sets of needs. (Mumby, D. (in press).

Organizational communication helps us to accomplish tasks concerning specific roles and responsibilities of sales, services, and production; acclimate to changes through individual and organizational creativity and adaptation; complete tasks through the upkeep of policy, procedures, or regulations that support daily and continuous operations; develop relationships where “human messages are directed at people within the organization-their attitudes, morale, satisfaction, and fulfillment, coordinate, plan, and control the operations of the organization through management”. (Katz & Kahn; Redding; Thayer)

An organizations communication system because the multiple tactical and strategic media it relies on to speak with its stakeholders, also because the message content it chooses to diffuse through those media (Riel and Fombrun, 2007, p.2).

Organizational communication is described by Torp (2015, p. 34) as comprising everything an organization speaks and does as well as everyone who is affected by the existence and activities of the organization. Correspondingly, Mumby (2012, p 38) defines organizational communication as being the process of creating and negotiating collective, coordinated systems of meaning through symbolic practices oriented toward the achievement of organizational goals.

2.2 Functions of Organizational Communication

The researchers study explained that “communication is an indispensable activity in all organizations” (Shaikh, 2012, p. 65); his study emphasized the importance of organizational communication; no organization can be considered its survival without effective internal organizational communication. That is why, he remarked, the major managerial function is to improve and sustain the mechanism of communication. An organizations existence depends on its employee’s capacity to communicate with one another and with the participants of its situation. In addition to this, he described that the free flow of ideas and information is an essential element in the effort for quality and continuous improvement. The organization trusts in communications to learn what its clients want, foster collaboration among its employees, and identify and adapt to changes in the environment. Therefore, an effective communication system is crucial to disseminate messages,

concepts, and information for clarifying objectives and plans, controlling performance and taking remedial action. (Goldhaber 2020)

According to Richmond, et.al, (2005, p.25-26), different functions seem to dominate communication in the organizational context. These functions are to inform, regulate, manage, persuade, integrative, and socialization function.

The informative function of communication is fairly self-explanatory. It is the function of providing needed information to personnel so they can do their jobs effectively and efficiently. People need to be informed about any changes of procedure or policy that are related to their work. Sometimes this function is accomplished by people at higher levels sending formation to people at lower levels/ and the reverse. At other times, people needing information must contact people who have the needed information to acquire it, Richmond, et.al, (2005:25).

Richmond, et.al, (2005, p.25) explains much of the informative communication in organizations is conducted in a written format. This way, a whole group of employees can be informed with one message and at one time. On the other hand, managers may decide to call a meeting once each week (or month) which is primarily informative. Most employees understand that such meetings are to disseminate information and can be prepared to inquire about matters about which they feel they need additional information.

The regulative function of communication is involved with the communication that is directed toward regulatory policies within the organization or messages about maintenance of the organization, Richmond, et.al, (2005, p.25). Communication that involves the regulative function is often not pleasant, but it is essential to the smooth operation of the organization. The integrative function of communication is focused on the coordination of tasks, work assignments, group coordination or the fusing of work units toward a common goal.

The management function of communication is directed toward the three goals mentioned earlier. It is communication focused on getting personnel to do what is needed, learning information about personnel to know them better and establishing relationships with personnel. If one can meet the interpersonal relationship goal and the understanding goal, he or she might have a better chance at knowing "how to manage" the employees, Antonis (2005:45).

The persuasive function of communication is an outgrowth of the management function. Here the supervisor is attempting to influence the employee to do something, in particular, Antonis(2005:45). Whereas simply issuing an order might accomplish the same function, this approach makes for much better relations between supervisors and subordinates. In addition, the persuasive function in an organization also focuses on influencing members within the organization and attempts to gain employees' co-operation and compliance voluntarily, Koehler et al (1981:9) cited in Antonis (2005:46).

McCroskey, J. C., & Richmond, V. P. (1996) Says, the integrative function of communication is focused on the coordination of tasks, work assignments, group coordination, or the fusing of work units toward a common goal. In other words, it is communication directed at getting people to work together and have tasks coordinated so that the "left-hand knows what the right hand is doing." It is an attempt to get people to work together and make things run more smoothly.

Finally, we have the socialization function. Although the other functions seem obvious and are rarely missed by either managers or employees, the socialization function is often neglected. This is perhaps the most important function. The socialization function of communication in the organization is the one that can determine whether an individual survives well, or not at all, in an organization. Socialization doesn't mean being "buddies" with everyone. It means being integrated into the communication networks in the organization. McCroskey, J. C., & Richmond, V. P. (1996)

In addition to the above function, communication serves as major functions within an organization: Control, motivation, emotional expression, and knowledge. Communication acts to regulate member behavior in several ways. When employees, as an example, are required to first communicate any job-related grievance to their immediate boss, to follow their description, or to suits company policies, communication is performing an impact function. But informal communication also controls behavior. When workgroups tease or harass a member who produces an excessive amount of (and makes the remainder of the group look bad), they're informally communicating with and controlling, the member's behavior.

Communication fosters motivation by clarifying to employees what's to be done, how well they're doing, and what is often done to enhance performance if its sup bar. Communication, therefore, provides a release for the emotional expression of feelings and fulfillment of social needs. It provides the knowledge that individuals and groups got to make decisions by transmitting the info to spot and

evaluate choices. No one of those functions should be seen as being more important than the others. For groups to perform effectively, they have to take care of some sort of control over members, stimulate members to perform, provide a way for emotional expression, and make decision choices. Almost every communication interaction that takes place during a group or organization performs one or more of those four functions.

2.3. Principles of Organizational Communication

2.3.1. Principles of clarity

The thought or message to be communicated should be spelled out. It should be worded in such how that the receiver understands the same thing that the sender wants to convey. There should be no ambiguity within the message. It should be kept in mind that the words don't speak themselves but the speaker gives them the meaning. A transparent message will evoke the same response from the other party. It is also essential that the receiver is conversant with the language, inherent assumptions, and thus the mechanics of communication Venkatesh et al., 2016

2.3.2. Principles of Attention

People are different in behavior, attention, emotions, etc. so that they'll respond differently to the message. The acts of a superior also draw the attention of subordinates which they'll follow what they observe. As an example, if a superior is extremely punctual in coming to the office then subordinates also will develop such habits. It's said that actions speak louder than words.

2.3.3. Principles of feedback

According to Venkatesh et al., 2016, the principle of feedback is extremely important to make communication effective. Feedback refers to the response or reaction of the receiver to the sender's message. Feedback is the essence of communication and is the final step of the communication process. Without feedback from the receiver, the communication process remains incomplete. This feedback may be an oral or written message, or action, or simply silence.

Exchanging or sending a message is half of the communication process when messages reach the receiver; he/she decodes the message and sends his response to the sender to complete the communication process. Feedback enables the sender to evaluate the effectiveness of his message. If the receiver does not understand what the sender wants to convey, then the sender refines or repeats

the message.

2.3.4. Principles of informality

Formal communication is usually used for transmitting messages and other information. Sometimes formal communication won't achieve the required results, informal communication may prove effective in such situations. Senior management may informally convey certain decisions to the workers for getting their feedback.

2.3.5. Timeliness principles

This principle states that communication should be done at the proper time so that it helps in implementing plans. Any delay in communication won't serve any purpose rather decisions become of historical importance only.

2.3.6. Principle of Consistency

This principle states that communication should be consistent with the policies, plans, programs, and objectives of the organization and not in conflict with them. If the messages and communications conflict with the policies and programs then there will be confusion within the minds of subordinates which they could not implement properly. Such a situation goes to be detrimental to the interests of the organization.

2.3.7 Principles of adequacy

The information communicated should be adequate and complete in altogether respects. Inadequate information may delay action and make confusion. Inadequate information also affects the efficiency of the receiver. So, adequate information is vital for creating proper decisions and making action plans. Venkatesh et al., 2016

2.4. Effective Organizational Communication Strategies

Effective organizational communication is a basic element in organizational structure and functioning. Effective organizational communication enables an organization to achieve integration and coordination of its activities in the organization and with the stakeholders. Effective organizational communication is crucial for any successful business. Not only will it lead to more

effective outcomes, but it will also help to boost employee engagement, collaboration, and workplace satisfaction. Marietta (2002)

Effective organizational communication signifies a multifaceted structure of information flow, wishes, orders, and references that are made out of two partially complementary structures. Effective organizational communication serves various important functions in an organization and therefore it needs to be effective for it to control, inform, motivate and allow room for emotional expression. For communication to be effective, the organization needs to define the situation, set objectives, and identify target groups appropriately. Secondly, an organization would need to choose appropriate communication techniques or instruments, allocate and use resources as well as coordinate and structure the communication activities. Fox (2001)

Effective communication is essential for the functioning of any organization. Managers need to transmit orders and policies, build cooperation and team spirit, and identify problems and their solutions. Employees need to clarify directives, provide feedback, and make their problems known. Team members need to share feelings and perceptions to solve problems and resolve conflicts (Shibeshi, 2014:157-158).

Effective communication contributes to the overall organizational communication that aims to maintain a sustainable reputation during times of change. Organizational communication shares a message that informs employees on the “we” level, thereby enhancing employees’ social categorization (Smith et al. 2001).

Organizational effectiveness is a broader term encompassing multiple constituents for measuring organizational performance. Therefore, organizational effectiveness has been connoted as one aspect of organizational performance (Lee and Choi, 2003). Organizational effectiveness is “a company’s long term ability to achieve consistently its strategic and operational goals” (Fallon and Brinkerhoff, 1996).

Mott (1972) defined organizational effectiveness as “the ability of an organization to mobilize its centers of power, for action, production, and adaptation”. Effective organizations tend to produce better quality products and are resilient in the face of adversities. Further, organizational theory has also produced a variety of models (rational goal, system resource, internal process, and participant satisfaction) about organizational effectiveness, the measures of organizational effectiveness as productivity and adaptability.

2.5. Theories of organizational communication

A theory may be a “group of related propositions designed to explicate why events happen in a certain way Infante, D., Rancer, A., & Womack, D. (2003). The prime objective of a theory is to respond to queries about when, why, and how contrasting the objective of explanation, which is to respond to the query of what. According to Samuel B. Bacharach (1989) “a theory may be viewed as a system of constructs and variables in which the constructs are related to each other by propositions and the variables are related to each other by hypotheses.”

Organizational theories have been engaged with the formation of overall ideas and approaches that are appropriate to any organization, regardless of its societal, activities, and geographical surroundings (Irefin & Bwala, 2012). Organizational theory proceeds by way of its main item of study, the formal or complex organization. It is presumed that organizations have objectives, guidelines, hierarchy, definitions of affiliation, and vigorous ideas of career tracks for their affiliates.

Organizational theory is worried about in what way the core organizational arrangement works to inspire members and yield results constant with the objectives of those who regulate the organization. It is as well involved in how the external world to an organization impacts what drives on inside of a specific organization. Lastly, it is anxious about how the core organization and the external sphere can influence organizational existence (Fligstein, 2001).

2.5.6. Classical Theories of Organizational Communication

Classical organization theory includes the scientific management approach, Weber's bureaucratic approach, and administrative theory. The scientific management approach is predicated on the concept of designing labor to realize efficiency, standardization, specialization, and simplification. Consistent with the classical theory, the organization is taken into account as a machine, and therefore the citizenry as different components/parts of that machine. The classical approach stressed formal organization. It had been mechanistic and ignored major aspects of the attribute.

Among all kinds of Management Theories, Classical Management Theories are very significant as they deliver the source for all other concepts of management (Mahmood et al., 2012). The classical theory is distributed into three modules: Scientific Management, Administrative Management, and Bureaucratic management (Sofi, 2013).

Frederick Taylor, Henri Fayol, and Max Weber created the structure and the improvement frame of Classical Organization Theories (Yang et al., 2013). The scientific management approach developed by Taylor is based on the concept of planning of work to achieve efficiency, standardization, specialization, and simplification. Taylor was the first person who attempted to study human behavior at work using a systematic approach. Max Weber considered the organization as a segment of broader society. He looked at the structure of the organization and the control of member behavior. The elements of an administrative structure by Fayol relate to the accomplishment of tasks and include principles of management, the concept of line and staff, committees, and the function of management (Irefin & Bwala, 2012).

The following characteristics classical theory has built on an accounting model; it emphasizes detecting errors and correcting them once they have been committed. It is more concerned with the amount of output than human beings. Human beings are considered to be relatively homogeneous and modifiable. Thus, labor is not divided based on different kinds of jobs to be performed in an organization. It is assumed that employees are relatively stable in terms of the change, in an organization and it is assumed that the authority and control should be vested with the central authority only, to have a centralized and integrated system.

2.5.6.1. Scientific Management approach

The Scientific Management Theory is documented for its application of engineering at the assembly floor or the operating levels. The main contributor to the present theory is Fredrick Winslow Taylor, and that's why scientific management is usually called "Taylorism". Taylorism Scientific management is a theory of management of the early 20th century that analyzed workflows to improve efficiency. The scientific management theory focused on improving the efficiency of every individual within the organization. The main emphasis is on increasing production through the utilization of intensive technology, and citizenry is just considered adjuncts to machines within the performance of routine tasks. Taylorism" Taylor, J. R. (1993)

The scientific management theory encompasses the work performed on the assembly floor as these tasks are quite different from the opposite tasks performed within the organization. Such as, these are repetitive, and therefore the individual workers performing their daily activities are divided into an outsized number of cyclical repetitions of equivalent or closely related activities. Also, these activities don't require the individual worker₁₆ to exercise complex-problem solving activities.

Therefore, more attention is required to be imposed on the standardization of working methods and hence the scientific management theory emphasized this aspect.

2.5.6.2. Weber's Bureaucratic approach

The Bureaucratic Theory is said to be the structure and administrative process of the organization and is given by Max Weber, who is considered the daddy of bureaucracy. The term bureaucracy means the principles and regulations, processes, procedures, patterns, etc. that are formulated to scale back the complexity of an organization's functioning.

According to Max Weber, the bureaucratic organization is the most rational means to exercise vital control over the individual workers. A bureaucratic organization has a hierarchy of authority, specialized workforce, standardized principles, rules and regulations, trained administrative personnel, etc.

Weber's bureaucratic theory differs from the normal managerial organization within the sense; it's impersonal, and therefore the performance of a private is judged through rule-based activity and therefore the promotions are decided to support one's merits and performance. Also, there's a hierarchy within the organization, which represents the clear lines of authority that enable a private to understand his immediate supervisor to whom he's directly accountable. Thus, Weber's bureaucratic theory contributes significantly to the classical organizational theory which explains that precise organization structure alongside the definite lines of authority is required in a corporation to possess an efficient workplace. (Weber, M. 1947)

2.5.6.3. Administrative theory

The Administrative Theory is predicated on the concept of departmentalization, which suggests the various activities to be performed for achieving the common purpose of the organization should be identified and be classified into different groups or departments, such the task are often accomplished effectively. Thus, unlike the scientific management theory of Taylor where more emphasis was on improving the worker's efficiency and minimizing the task time, here the most focus is on how the management of the organization is structured and the way well the individuals therein are organized to accomplish the tasks given to them.

The other difference between these two was, the executive theory focuses on improving the efficiency of management first so that the processes are often standardized then moves to the operational level where the individual workers are made to find out the changes and implement those in their routine jobs. Thus, the executive theory follows the top-down approach while the scientific management theory follows the bottom-up approach.

2.5.7. Neoclassical Theory

The Neoclassical Theory is the extended version of the classical theory where the behavioral sciences get included within the management. Consistent with this theory, the organization is that the social organization and its performance do get suffering from human actions. The Neoclassical theory posits that a corporation is that a combination of both the formal and informal sorts of organization, which is ignored by the classical organizational theory. The informal structure of the organization formed thanks to the social interactions between the workers affects and gets suffering from the formal structure of the organization. Usually, conflicts between the organizational and individual interests exist, thus the necessity to integrate these arise.

The Neoclassical theory asserts that a private is diversely motivated and needs to satisfy certain needs. Communication is a crucial yardstick to live the efficiency of the knowledge being transmitted from and to different levels of the organization. Teamwork is that the prerequisite for the sound functioning of the organization, and this will be achieved only through a behavioral approach, i.e. how individuals interact and answer one another.

2.5.8. Modern Theories

The Modern Theory is that the integration of valuable concepts of the classical models with the social and behavioral sciences. This theory posits that a corporation may be a system that changes with the change in its environment, both internal and external.

2.5.8.1. Systems approach

The view of organizations as open social systems that have got to interact with their environments to survive is understood because of the systems theory approach. Organizations depend upon their environments for several essential resources: customers who purchase the merchandise or service, suppliers who provide materials, employees who provide labor or management, shareholders who

invest, and governments that regulate. Consistent with Cutlip, Center, and Broom, public relations' essential role is to assist organizations to adjust and adapt to changes in an organizations environment. Cutlip, Center, and Broom (2006)

2.5.8.2. Sociotechnical approach

A sociotechnical system considers requirements spanning hardware, software, personal, and community aspects. It applies an understanding of the social structures, roles, and rights (the social sciences) to tell the planning of systems that involve communities of individuals and technology.

2.5.8.3. Contingency or Situational approach

Situational (or 'Contingency') leadership models have supported the thought that the leader's actions should very consistent with the circumstances he or she is facing in other words, leadership methods change consistent with the 'situation' during which the leader is leading

2.6. Types of Organizational Communication

2.6.1 Formal and informal communication

Formal communication is associated with the formal structure of an organization. The strength of formal communication is that it standardizes communication and ensures message clarity. Formal communication comprises several forms: meetings, conferences, company newsletters, telephone communication, performance reviews, business correspondence as well as informational and analytical reports, memorandums, etc.

Informal Communication is the casual and unofficial form of communication wherein the information is exchanged spontaneously between two or more persons without conforming to the prescribed official rules, processes, system, formalities, and chain of command. Informal communications are supported by personal or informal relations like friends, peers, family, club members, etc., and thus are free from the organizational conventional rules and other formalities. Within the business context, informal communication is named a "grapevine" because it is difficult to define the start and end of the communication.

Informal communication is characterized by an indefinite channel of communication, which suggests there's no definite chain of command through which the knowledge flows. Hence, the knowledge can

be due anywhere. Often such communication arises out of the social relations that a private creates with other persons supported common interests, liking, or disliking.

2.6.2. Oral and written communication

Oral communication implies communication through mouth. It includes individuals conversing with one another, be it direct conversation or telephonic conversation. Speeches, presentations, discussions are all sorts of speech. Speech is usually recommended when the communication matter is of a short-lived kind or where an immediate interaction is required. Face-to-face communication (meetings, lectures, conferences, interviews, etc.) is critical to creating rapport and trust.

Oral communication is the process of verbally transmitting information and concepts from one individual or group to the others. Speech is often either formal or informal. Samples of informal speech include face-to-face conversations, telephone conversations, discussions that happen at business meetings. More formal sorts of speech include presentations at business meetings, classroom lectures, and commencement speeches given at a graduation ceremony.

Written communication is an innovative activity of the mind. Effective written communication is important for preparing worthy promotional materials for business development. The speech came before writing. Effective writing involves careful choice of words, their organization within the correct order in sentence formation also because of the cohesive composition of sentences. But while speech is spontaneous, writing causes delay and takes time as feedback isn't immediate. A document preserved properly becomes a permanent record for future reference. It also can be used as legal evidence. The written language refers to the method of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is named written language.

The written communication is the commonest and effective mode of business communication. In any organization, electronic mails, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc. are a number of the commonly used sorts of written language. Written language, to be effective, should be clear, complete, concise, correct, and courteous.

2.6.3. Interpersonal communication and Group communication

Interpersonal communication is the process of the exchange of data, ideas, and feelings between two or more people through verbal or non-verbal methods. Group communication may be a mode of communication in a corporation, between employers and employees, and employees in teams/groups. Group communication can further be checked out from a marketing perspective as communicating to a gaggle of individuals or target customers to plug a product.

2.7. Direction of Organizational Communication

2.7.1 Downward Communication

Downward communication occurs when information and messages flow down through an organization's formal chain of command or hierarchical data structure. In other words, messages and orders start at the upper levels of the organizational hierarchy and move down toward rock bottom levels. Responses to downward communications move up along an equivalent path.

Downward communication offers efficiencies because instructions and knowledge come from the sources in power which will coordinate activities from the highest of the organization. During this sort of communication, formal messages are conveyed to the workers via command. Downward communication messages that start at the top of the hierarchy are transmitted down to the lowest rungs of the hierarchy; downward communication can be considered a top-to-bottom approach for organizational communication Max Weber. Weber, M. (1930)

Downward communication is that the opposite of upward communication. It's the method of sending a message from the top-level management to the workers. These messages are authoritative and normally contain information concerning procedures, policies, and vital notices that are important to the organization. The top-level management can reach bent employees in numerous ways which include memos, meetings, speeches, and messages with the assistance of digital mediums. The most objective is to stay the whole workforce of the organization in agreement with the messages conveyed. In any organization, orders from managers to employees are the very basic sort of downward communication. These are often within the sort of memos, oral presentations, handbooks, policies, or manuals.

Downward communication, as Verma, (2013) noted, that most effective if managers communicate directly with immediate supervisors and immediate supervisors communicated with their staff. Increasing the power of immediate supervisors leads to increased performance by employees. Downward communication follows the hierarchy of a corporation, which suggests member compliance and organizational discipline is simpler to preserve. It also provides proficiency because the information and directions come from the upper management who are in power which will manage activities within the organization. With the assistance of downward communication, the upper-level management can easily communicate goals and allot responsibilities to realize those goals.

2.7.2 Upward Communication

Upward communication is the communication between the lower-level employees to top levels following a hierarchal structure of authority. Ergen, (2010) defined it as the transmission of information from the lower levels to the top levels of an organization. Upward Communication is that the process of data flowing from the lower levels of a hierarchy to the upper levels. This sort of communication is becoming more popular in organizations as traditional sorts of communication are getting less popular. No matter your role within a corporation, it's essential to know how upward communication affects a company's overall success. Having the ability to speak within a corporation effectively requires employees and upper management to seek out new and innovative communication methods they will apply to their business practices.

Upward communication is that the process by which lower-level company employees can directly communicate with upper management to supply feedback, complaints, or suggestions regarding the day-to-day operations of the corporate. Upward communication is increasing in popularity among organizations to encourage a participative work culture. Companies that foster upward communication are better ready to make decisions that positively impact their employees.

Randy Hirokawa (1979) noted that upward communication serves four very important functions in the modern organization. Upward communication may be a vital source of data for the upper management to form their business decisions. It assists them to alert the senior-most management regarding the changes required within the organization. Upward communication consists of messages that start at the bottom of the hierarchy and are transmitted up the hierarchy to the highest rungs of the hierarchy. Upward communication can be considered a bottom-up approach to organizational communication.

2.7.3. Horizontal communication

Miller (2007) through a survey discovered that decentralization of some strategic decision-making causes more interaction among employees yielding greater job satisfaction. Horizontal communication flow mainly happens to enhance coordination. This horizontal channel allows a diagonal or lateral flow of messages, empowering departments to work with other departments without having to strictly follow the up and down channels. These communication styles are also informational, but hastily from upward and downward communication. Here, information is essential for coordination to draw together activities across or within units. This could happen as interdepartmental or interdepartmental as various times, task achievement remains related to matters connected to other departments.

Horizontal communication is that the communication where information or messages flows between the parallel same level or statuses people of the organizational structure. On the opposite hand, vertical communication is that the communication where information or messages flows between or among the subordinates and superiors of the organization. Horizontal communication is that the flow of data across departmental boundaries, either laterally or diagonally. Horizontal communication is communication among people at the parallel or same level, position, rank, or status people of the organization. It is that the communication that flows laterally within the organization, involves persons at an equivalent level of the organization.

Goldhaber (1983) defines horizontal communication as “the lateral exchange of messages among people on some organizational level or authority”. Horizontal communication normally involves coordinating information and allows people with an equivalent or similar rank in a corporation to cooperate or collaborate. It involves colleagues and peers at an equivalent level of the organization. Ricky W. Griffin

Horizontal communication is additionally called lateral communication within the practice of sharing information between employees, departments, and units within an equivalent level of the organization. Horizontal communication is lateral or diagonal message exchange either within heat unit boundaries, involving peers who report back to an equivalent supervisor, or across-work unit boundaries, involving individuals who report back to different supervisors. Bartol and Martin,(1991)

2.7.4. Grapevine communication

Grapevine communication is informal workplace dialogue in its purest form: it's characterized by conversations between employees and superiors that don't follow any prescribed structure or rule-based system. Grapevine communication spreads rapidly and certain touch everyone throughout the organization. Grapevine communication is defined as an unstructured and Informal network formed on social relationships instead of organizational charts or job descriptions. It's an off-the-cuff vehicle through which message flows throughout the organization. It's an off-the-cuff interpersonal channel of data not officially sanctioned by the organization. Prakashv (2009)

2.7.5. Diagonal Communication

It is the sharing of information among different structural levels within an organization. For example, diagonal communication could involve higher-level management communicating to lower-level management a shift in organizational objectives, as well as ensuring dialog about how best to achieve the new goals (Scott, p. 14).

Diagonal communication flows with persons at different levels who have no direct reporting relationships. This kind of communication is used to speed up information flow, improve understanding, and coordinate efforts for the achievement of organizational objectives. A great deal of communication does not follow the organizational hierarchy but each occur the chain of command (Shibeshi, 2014:165)

2.8. Models of Organizational Communication Process

Models of communication are conceptual models that are used to explain the human communication process; Models are a visual representation of the communication process. These visual representations are made so that it is easier for people to understand the flow of communication from the start to finish and the factors is that affect the whole communication process. The models of communication are considered important concepts that help individuals in acquiring an efficient understanding of the processes of communication (West & Turner 2008).

Three general models of how communication works can be identified:

2.8.1. Linear Model of Communication

Shannon and Weaver developed the “mathematical model” of human communication, i.e. “The Linear Model of Communication. This model is considered a one-way process where the sender is the only one who sends the message and the receiver is not held responsible for giving feedback. The message is transmitted through the presence of noise; It is a one-way channel and messages move unidirectional.

The Linear Model of Communication is a one-way model to communicate with others. It consists of the sender encoding a message and channeling it to the receiver in the presence of noise. Its major drawback is that it assumes that there is a clear-cut beginning and end to communication. It also displays no feedback from the receiver; e.g. Mass communication - television, radio, newspapers. It is any method in which there is no possible way for feedback (even nonverbally). Letters, text messages and e-mail can be responded to. A lecture would not fit in this model because listeners can still give feedback nonverbally. Wood, J. T. (2009)

The linear model isolates people who should be involved in the communication process, Listeners are passive, one message is transmitted at a time, Communication has a beginning and an end, nevertheless, the linear model introduces helpful concepts and terms that are the basis for understanding the interactional and transactional models of communication, etc. Communication travels in a straight line (Shannon & Weaver 1948)

Nonetheless, Berlo’s adaptation was “tremendously influential” in offering a more flexible and “humanized conception of Shannon’s model” that facilitated its application to oral, written, and electronic communication. Rogers, E. M. (2001).

2.8.2. Interactional Model of Communication

Mutual Model of Communication in the move to a lot of dynamic read of communication, mutual models follow two channels during which communication and feedback flow between sender and receiver. Feedback is just a response that a receiver provides to a sender. Most significantly, feedback indicates comprehension. It will facilitate senders apprehend if their message was received and understood. By that specialized inflow and feedback, mutual models read communication as the associate current method.

Only one or two years once Shannon and Weaver printed their unidirectional linear model, Schramm planned an alternate model that pictured communication as a two-way interaction. Schramm was the first to incorporate feedback verbal and nonverbal into a model of communication. Effectively, these are two linear models stacked on top of each other. The sender channels a message to the receiver and the receiver then becomes the sender and channels a message to the original sender (feedback). This indicates that communication is a two-way process. Feedback is not simultaneous. Wood, J. T. (2009)

With Schramm's model, communication moves from a linear to a circular method throughout that participants' area unit each sender and receivers of messages. Throughout this model, communication goes back and forth along with a person. However, if you think that that concerning times once you have got engaged in spoken communication, you may acknowledge however the other person is at the same time causation messages typically nonverbally whereas you are talking. In contrast to a match, you're doing not wait passively till the "ball is in your court" before acting communicatively.

2.8.3. Transactional Model

The transactional is the most dynamic of communication models. One notable feature of this model is the move from referring to people as senders and receivers to referring to people as communicators. This implies that communication is achieved as people both send and receive messages. It is a shared understanding of the information expressed and exchanged in reaching mutual meaning regardless among human-human or human-computer interaction. It is a continuous process in which the roles of the sender, receiver, and the message in the interaction unfold. This model describes „transaction“ as the ongoing and continuously changing process of communication that is on sending and receiving messages is reciprocal (Barnlund 1962).

Fundamentally, this model views communication as a transaction. In other words, communication is a cooperative activity in which communicators co-create the process, outcome, and effectiveness of the interaction. Unlike the linear model in which meaning is sent from one person to another, also unlike the interactional model in which understanding is achieved through feedback, people create shared meaning in a more dynamic process in the transactional model.

The first model to portray communication as a simultaneous transaction is attributed to seeing; messages and feedback are being exchanged at an equivalent time between communicators. And since they're engaged together within the transaction, their fields of experience overlap. Useful concepts like noise and context can likewise be added to the model. An expanded view of how communication functions can help us to raise understand how individuals within organizations communicate. Except for a firmer grip on modern theories of organizational communication, we'll now transcend the message-centered, functional models and take a meaning-centered approach (Barnlund, D. 1970).

2.9. Theoretical Framework

2.9.1. Systems Theory

The general system theory was originally proposed by Ludwig von Bertalanffy, a biologist in 1968 in his work, *General Systems Theory: Foundations, Development, Applications*, was sort to explain the relationship between parts and the whole of living organisms (Weckowicz, 2000:201). This sort provides a general analytical framework (perspective) for viewing an organization since then the theory has been used in academic fields such as history and physiology. Studies conducted by theorists in management studies expose a digression from the classical and human relations model. According to Booth (1986:86) the systems theory has more valid and applicable stance in communication. This is because the systems approach recognizes the role that communication plays in facilitating efficient functioning between the various components of the organizations.

In organizational communication research, some main components of the systems theory have been identified that informs how effective communication leads to employee productivity namely; wholeness, hierarchical and feedback. In systems theory, the whole determines the character and functions of parts (Weckowicz, 2002:202). Wholeness refers to the interdependence of the various elements that constitute the system. This means that individual parts of a system contribute to the existence of the organization.

Conferring to Miller (2009:79), the concept of an organizational structure indicates that the relations within an organism are systematized by order of hierarchy rules. In this regard, components the main systems are designed into subsystems, making up the whole system, which itself operates within a larger environment. Miller (2009:81), feedback enables decision makers in the organization

to strategize to be on top of issues thereby building network relationships. Referring to Salem (1999:62), the systems theory operates from primary principles of inter-relatedness and interdependence, it can be said that the same basic principles form the basis from which communication occurs. EMR has a hierarchical structure with the various sections functioning as a whole structure and all the staff working towards a common goal.

The systems theory is therefore appropriate for this study. In view of this, the researcher would determine the effectiveness of communication leading to employee productivity and to describe the communication systems at EMR.

The Ethiopian Ministry of Revenue has comprised different sections and in order to achieve organizational goals, these sections or departments need to work together in order to achieve goals. This means that, there should be effective internal communication between the management and staff of EMR to attain goals because of their interdependency.

2.10. Conceptual Framework

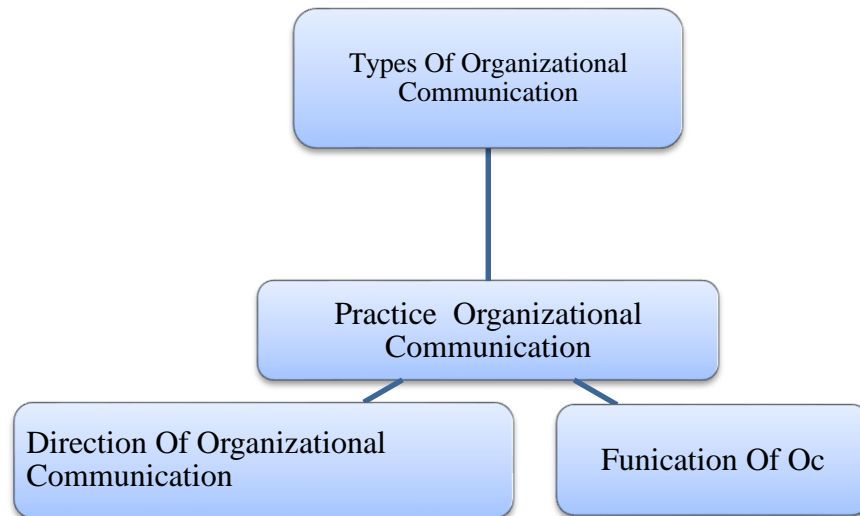


Chart flow 2. Conceptual framework developed by the researcher

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter describes the research methods and procedures that the researcher follows to answer the research questions and attains the research objectives. It is important to present briefly the research topic again and to show the appropriateness of method selection. It is one of the research parts and uses as a tool. This chapter focused on the research method which is appropriate to the research. This segment of the study was included the research method design and approach, data sources, sampling technique, data collection tools, and ethical considerations.

3.1 Research Design and Approach

Each of the research approaches and design has its pros and cons during the study. As a result, to get better, credible, and detailed information, scholars have divergent research approaches depending on the subject of the research. In this case; the researcher is choosing qualitative and quantitative methods. The study employed a descriptive approach which is about describing the characteristics of a particular individual or group. The descriptive analysis method is appropriate to describe data into tables, graphs, and ratios.

Creswell (2007, p.9) stated that “mixed methods research may be a methodology for conducting research that involves collecting, analyzing, and integrating quantitative and qualitative research during a single study”. The essential assumption is that the uses of both quantitative and qualitative methods, together, provide a far better understanding of the research problem and question than either method by itself. Under the qualitative method of research, the researcher is using the following data collecting tools such as structured interview technique for the subject of the study; in quantitative research method is questioners.

3.2. Data Sources

The researcher was selected primary and secondary data sources. The secondary data sources are magazines, leaflets, and the Ethiopian Minister of Revenue annual plan. At the same time, the primary data sources are Ethiopian Ministers of Revenue head office directors, management members, and key employees as well

3.3.Sampling Technique and Size

Most of the interviewees were selected from the Ethiopian Minister of Revenue Head Office employees. This is mainly because of time limitations and is not thought to have any significant influence on the data collecting. The researcher used a purposive and random sampling method.

The purposive sampling technique may be a sort of non-probability sampling that's best when one must study a particular cultural domain with experts within. Purposive sampling can also be used in qualitative research techniques. Where random sampling may be a part of the sampling technique during which each sample has an equal probability of being chosen, a sample chosen randomly is supposed to be an unbiased representation of the entire population. It can also be used quantitative research techniques. The selected respondents are females and males.

“The total numbers of employees were 845 in the organization. 433 are males and the remained are females. Of the total employees of the organization, four hindered twenty-four are BA holders. From this data two hindered forty-six are males and one hindered seventy-eight are females and also ninety-five of the respondents are MA holders (70 males and 25 females); seventy-three of the given population are Diploma holders twenty-two males and fifty ones are females; two hindered fifty-three employees are under diploma level and this data ninety-five males and one hindered fifty-eight females”. Source: - Ministry of Ethiopian Revenue Human Resource Department

I was selected the sample size of this study; I used Taro Yamane (1967) formula. The Taro Yamane method for sample size calculation was formulated by the statistician Tara Yamane in 1967 to determine the sample size from a given population. Below is the mathematical illustration for the Taro Yamane method: $n = \frac{N}{1 + N(e)^2}$

Whereas

n =the sample size N =the population size

e =the acceptable sampling error (0.05) so, $845 / 1 + 845(0.05)^2$

$$0.05^2 = 0.0025$$

$$845/1+845(0.0025) = 845/3.1125 = 271.485\dots \text{approximately } 271$$

Therefore; the researcher selected informants with a purposive and random sampling technique because all interviewees and questioners are well-qualified persons to give detail information genuinely in an elite proper way. Respondents' age is 20-55 years. All respondents are from the Ethiopian Ministry of Revenue Head Office. A total number of two hundred and seventy-one respondents are participating in this study for the given population.

The study concentrates on assessing the practice of organizational communication enhancing work effectiveness on an employee in the case of the Ethiopian Ministry of Revenue Head Office. The respondents have to be highly significant participants to gain relevant information concerning the subject area of the study. As a result, the researcher was selected the key informants from the organization intentionally. Participants used to be department directorates, staff, and other key employees.

3.4. Data Collection Instrument

Data collection tools have their pros and cons while gathering information from the respondents. All tools are not free from demerits. Meaning, the presence of a feeling of biased always happens during data collection because the interview questions mainly approach individual feelings. According to the researcher's perspective, structured interviews and questioners' data collection techniques have been selected particularly. A researcher believed that data collection tools must fit with the research problem or research issue because the research topic will be either quantifying in numbers or analyzing qualitatively.

3.4.1. Questionnaires

Questionnaires can be administered either in a face-to-face situation, by telephone, to a group, or sent to individuals in a mailed self-administered format, as cited in Antonis, (2005, p 94). According to Clampitt & Downs, (2004;55) the questionnaire method allows the researcher to control the focus of the assessment, enables numerous respondents to be surveyed, and produces benchmark rating scores for various aspects against which future performance can be measured. The most drawbacks are that it's limited within the extent to which it can gauge the deeper-level thoughts and feelings of respondents.

The questionnaire includes various sections that focus on issues such as vision, mission, situational analysis related to direct communication matters such as communication channels, message assessment, communication satisfaction, and issues around staff and management communication. It, however, also includes broader involvement with issues related to human resources, organizational strategy, and participation as well as information sharing and distribution between the various organizations' units.

The questionnaire utilizes a Likert-type scale and also includes some open-ended questions that allow respondents to express their particular views more clearly. The questionnaire was prepared in English language.

3.4.2. Interview

The study was also used qualitative data gathering methods. In qualitative research, one interview people to know their perspectives on a scene, to retrieve experiences from the past, to realize expert insight or information, to get descriptions of events or scenes that are normally unavailable for observation, to foster trust, to know a sensitive or intimate relationship, to research certain sorts of discourse, Lindlof, (1995, p. 5). The rationale for selecting to use an in-depth interview is to make sure that the researcher uncovers perceptions at a private level on a specific issue.

An interview is another popular audit approach. Indeed, in his text during this field Downs (1988:55) concluded that if he had to pick only one audit method he would choose the interview. This is because it allows for communication experiences to be explored intimately, and intrinsically can often produce interesting insights that surveys may miss. Researchers have increasingly recognized that folks from different impressions of equivalent events, which chronicle the stories that typify organizational life, may be a key means of understanding what sense people are making of their environment.

Newcomb (1991, p. 93), explaining the potency of interviewing, writes, "The primary strength of interviewing as a way is its capacity to range over multiple perspectives on a given topic." He further explains that conducting manifold interviews helps to extend the knowledge and broaden some extent of view. The rationale for selecting to use an in-depth interview is to make sure that the researcher uncovers perceptions at a private level on a specific issue.

The in-depth interview can in essence provide an in-depth background about the underlying reasons why participants give specific answers, also provide extensive information associated with the interviewee's opinions, perceptions, values, motivation, and feelings, etcetera. It also allows the researcher to realize a broader perspective about how communication is viewed within a specific organization.

Moreover, in-depth interviews are a superb way of obtaining in-depth knowledge on sensitive matters, and complexities associated with individual beliefs, perceptions, and practices are often explored. This particular methodology is additionally flexible, the researcher features a high level of control and therefore the interviewer can keep the discussion focused on the subject and relevant information. Finally, complexities associated with individual beliefs, perceptions, and practices are often explored, Du Plooy (1995:114).

3.5. Data Analysis

This is the further transformation of the processed data to look for patterns and relationships between or among data groups by using descriptive and inferential (statistical) analysis. The Statistical Package for Social Science (SPSS) was used to analyze the data obtained from primary sources. Specifically, descriptive statistics (frequency, percentile, mean, and standard deviation), correlation, and regression were also taken from this tool. The data was presented in the form of tables and texts.

3.6. Ethical Considerations

To keep personal privacy in research, applying Ethical consideration is a basic principle during research. In this case, the researcher has to ask the interviewees' willingness to mention either their names in the research paper or anonymously. Informants have informed the nature of the research. Ethical issues are important elements in establishing trust and credibility during data collection in research. There are rules that a researcher has to follow informed consent form, Confidentiality, and Ethics in writing. Moreover, every source used for this paper is accredited to avoid plagiarism in any form.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1. INTRODUCTIONS

The main objective of this study was to assess the practice of organizational communication enhancing work effectiveness on employees in the case of the Ethiopian Ministry of Revenue Head Office. So that questions and interviewees were pointed out and both qualitative and quantitative research method was selected to realize the affirmed objectives. Questionnaire and semi-structured interviews were employed under the mixed approaches as research methods to collect the necessary data and information following the mentioned research questions. Descriptive statistics are used to describe the data collected in research studies.

In this chapter, all primarily collected data are presented and analyzed to achieve the main objectives of the study and to answer the proposed research questions. The total number of respondents for the questionnaire was 271. Three of the respondents did not return the questionnaire on time. So, the exactly returned questionnaires were 261. Here quantitative and qualitative data is presented and analyzed.

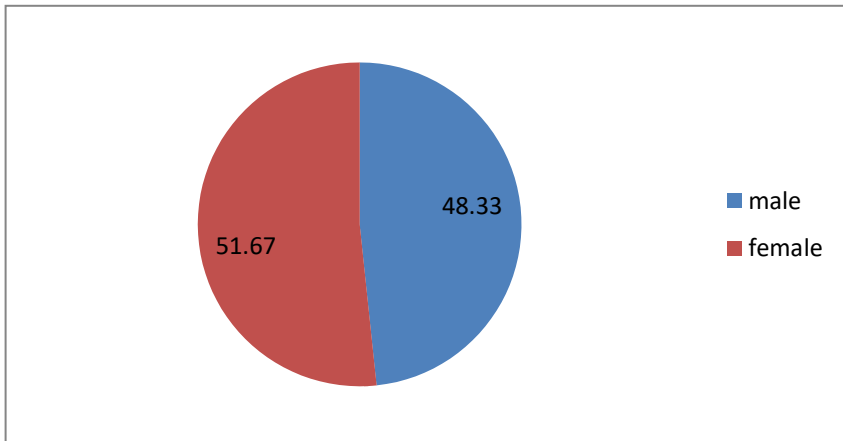
4.2 QUANTITATIVE AND QUALITATIVE DATA ANALYSIS

4.2.1 Questionnaire and interviewee data analysis

4.2.1.1. Demographic data of the respondents

The demographic descriptions of respondents (i.e. gender, level of education, marital status, position status, and work experience) of respondents in the Ethiopian Ministry revenues are described in charts as follows:-

Figure 1. Sex of the selected respondents in EMR Sex distribution of respondents

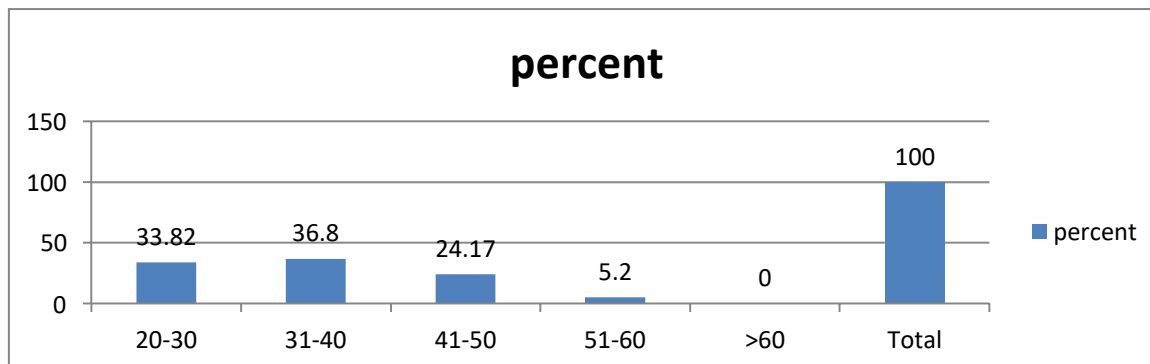


Source: survey Results 2021

As it is indicated in figure 1, 139 (48.33%) of the respondents are males and 130 (51.67 %) of the respondents are females.

4.2.1.2 Age of the selected respondents

Figure 2. Age by percent selected respondents in EMR

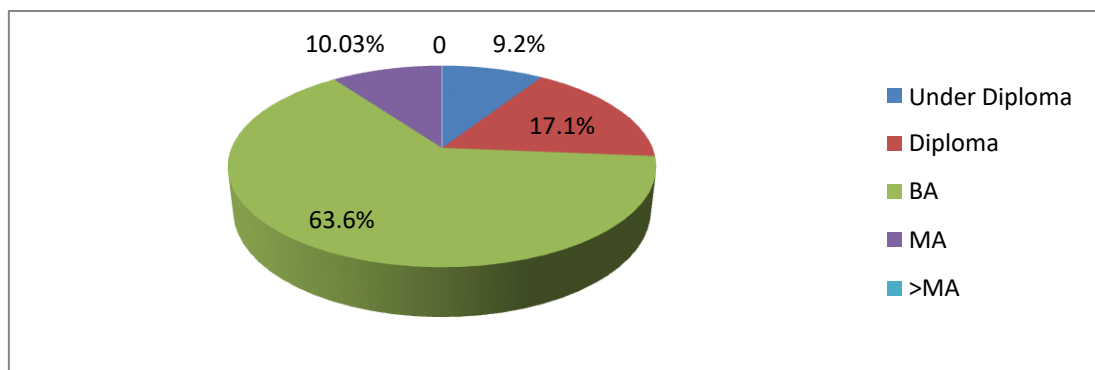


Source: Author survey Results 2021

Figure 2, deals with the age of respondents. In this regard 33.82% of the respondents were in the age category of 20-30 years, 36.8% of the respondents were in the age category of 31-40 years, 24.17% of respondents were in the age category of 41-50 years, and no respondents were in the age category of greeter than 60 years. From the above information, the majority of the respondents were in the age category of 31-40 years.

Figure 4. 2. 1.3 Education level

Figure 3. Education level of the respondents

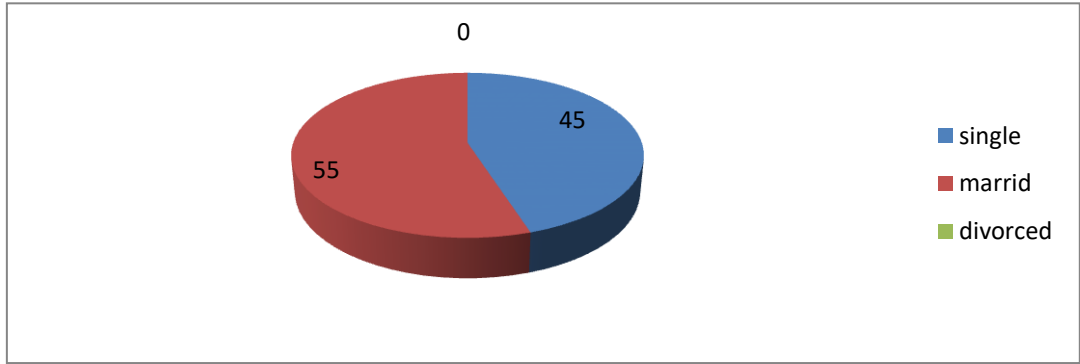


Source: Author survey Results 2021

As the above chart has indicated that 25 (9.2%) of the respondents have under diploma, 27 (10%) of the respondents have master’s degree, 171 (63.6%) respondents have BA degree, 46 (17.1%) have Diploma and no respondent has above Masters Degree. In general, according to the data the majorities of the respondents have a BA degree for this study followed by a diploma.

Figure 4. 2. 1.3. 4 Marital status

Figure 4. Marital status of the respondents

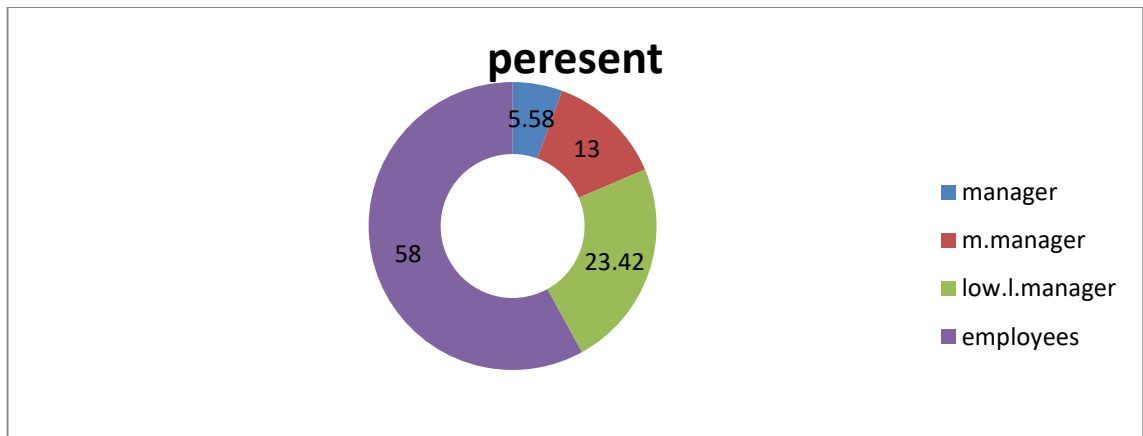


Source: survey Results 2021

As the above chart has indicated that 121 (45%) of the respondents have single, 148 (55%) respondents are married, there is no divorced respondent. In general, according to the data, the majority of the respondents in marital status are married for this study.

Figure 4. 2. 1.5 Status

Figure 5. Position of the respondents

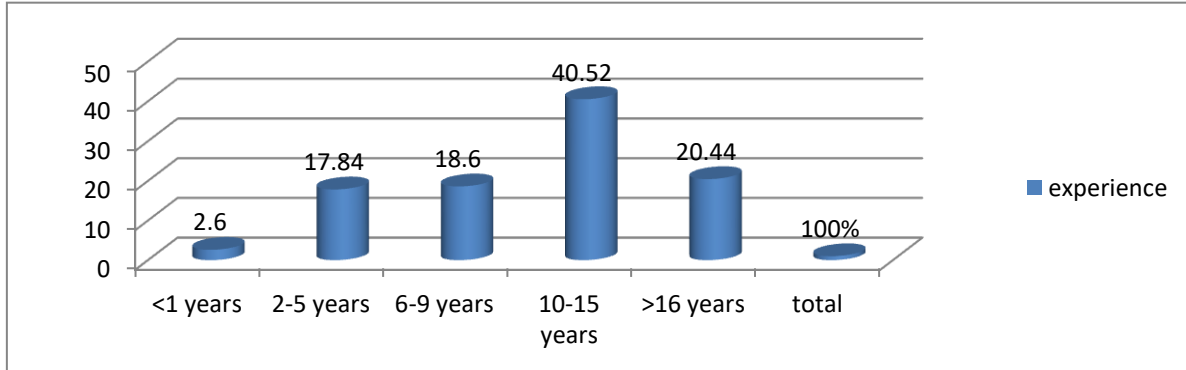


Source: - Primary Data

The study additionally searched to find the level of position that respondents positioned in the EMR head office employees. As the results presented in above chart 5 showed that 156 (58%) of the respondents were staff members (employees), 63 (23.42%) low-level managers; while the remaining 15 (5.58%) and 35 (13%) were from top management and middle managerial level respectively. These results indicate that majority of the respondents were from staff members (employees) and seconded by lower managerial level.

4.2.1.6 Work experience

Figure 6. Years of Service of the respondents



Source: Author survey Results 2021

Figure 6 has shown how long have they worked in EMR. In this regard, 7 (2.6%) of the respondents were less than one years of service followed by 48 (17.84%) of the respondents were 2-5 years, the 50 (18.6%) of the respondent were 6-9 years of service, 109 (40.52%) of the respondents were 10-15 years service and 55 (20.44%) of the respondents were greater than 16 years work experience. Thus, based on the above information majority of the respondents have worked 10-15 years in EMR.

Table 1. Respondents’ response regarding organizational communication in your workplace

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	121	44.98	44.98	44.98
	agree	129	47.95	47.95	92.93
	Neutral	9	3.34	3.34	96.27
	Disagree	6	2.23	2.23	98.5
	Strongly Disagree	4	1.5	1.5	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As shown from figure 7, the Majority of the respondents 129 (47.95 %) replied that they agree with the statement. On the other hand, 121 (44.98 %) of respondents replied strongly agree with the statement and 6 (2.23 %) also disagree with the statement. However, a total of 9 (3.34 %) respondents responded neutrally to the statement and 4 (1.5 %) of the respondents relied on the statement strongly disagree.

This result was supported by in-depth-interview with key informants show similar results that the organization has not ensured feedback to its employees“ as a motivation. One key informant explained on the statement as follows;

Director of Institutional Capacity and Support Sector Service Directorate, Akalu Belay, said “the role of communication in an organization promotes motivation by informing itsemployees about the work they do, the way they perform their work and their performance. Organizational communication role is a means of communicating problems between corporations, non-profit and governmental organizations. In this regard, organizational communication roles in our institution have played and continue to play a significant role inour work.”

The above concept was supported by another key informant. He also explained as follows;

According to Mr. / Miss. X MOR employee said “Here are some tips to help you get along better with your coworkers. Among these communication channels are face-to-face communication, two-way communication, social media communication, one-way audio and video, internet, billboards, newsletters and letters, magazines, broadcast media, mobile channels, electroniccommunications, and text. They include any appropriate connections. The most common communication medium used between our and my organization is face-to-face communication and social media communication”.

Generally, the analysis results from both quantitative and qualitative data have shown that organizational communication in your workplace helps work effectively in the organization.

Table 2. Respondents’ response regarding significant role of success your work Communication in the workplace

Descriptions		Frequenc	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	105	39	39	39
	agree	106	39.4	39.4	78.4
	Neutral	10	3.7	3.7	82.1
	Disagree	32	12	12	94.1
	Strongly Disagre	16	5.9	5.9	100
	total	269	100	100	

Source, researcher own field survey, 2021

As illustrates in the above figure 8, most of the respondents 106 (39.4 %) replied agree on the stated statement, 105 (39 %) respondents replied strongly agree on the statement, 10 (3.7 %) respondents replied neutral, 32 (12 %) respondents replied disagree and 16 (95.9 %) respondents relied on the statement strongly disagree.

To check this result, the researcher conducted interviews with key informants as follows;

According to Senait Abebe head of the Tax and Customs Training Center team leader and her colleagues tolled that, “working in the office can involve different types of employees and different organizational units. These communication patterns are called flows and theyare usually classified as directional interactions: downward, upward, horizontal, diagonal, and external. The communication pattern that we follow in our institution is usually called a cascading program this means from top to lower.”

“It also helps us to carry out activities related to organizational relations roles and responsibilities, among which, it develops the creativity between the employee and the organization, and helps to fully implement policies, procedures or regulations that support daily and ongoing work; Employees' messages reflect the attitude, ethics, and satisfaction of the officers in the organization. It also helps to coordinate, plan and supervise the activities of the organization. Organizational relations often focus on building relationships and communicating with internal organization members and interested people.”

Therefore, from the above quantitative data, the researcher concludes that Communication in the workplace plays a significant role in the success of organizational work from the quantitative and qualitative data have indicated.

Table 3. Respondents' response regarding implemented communication strategies in the EMR

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	35	13	13	13
	agree	95	35.3	35.3	48.3
	Neutral	12	4.5	4.5	52.8
	Disagree	111	41.3	41.3	94.3
	Strongly Disagree	16	5.9	5.9	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As depicts in figure 9, the majority of the respondents 111 (41.3 %) responded disagree on the question regarding implemented communication strategies in the EMR, whereas 95 (35.3 %) respondents replied agree to the question, 12 (4.5 %) respondents responded neutral to the question, 35 (13 %) respondents responded strongly agree and 16 (5.9 %) of respondents replied strongly disagree on the question.

Generally, from the above quantitative data, the researcher concludes that Ethiopian ministry of revenue head office employees is not implemented communication strategies in the organization.

The researcher to consolidate the above result conducted interview with key informants and present as follows;

Abebe Tolera, Head of Tax Administration and Supervision case team leader said, “Our office encourages types of organizational communication. Of these, the ministry of Revenue uses two-way communication types. In addition, according to the staff a slogan shows that “There is no such thing as a country without taxation”. This implied that Organizational communication also plays an important role in achieving the values of the institution, such as service, commitment, professionalism, loyalty, and teamwork. Therefore, our organization encourages types of organizational communication”.

In a nutshell, the analysis results from both quantitative and qualitative data have shown that Ethiopian ministry of revenue head office employees is not implemented communication strategies in the organization

Table 4. Respondents’ response regarding the importance of institutional communication in work

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	119	44.24	44.24	44.24
	agree	88	32.71	32.71	76.95
	Neutral	11	4.1	4.1	81.05
	Disagree	34	12.64	12.64	93.69
	Strongly Disagree	17	6.31	6.31	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As indicated in figure 10, most of the respondents’ results have shown that 119 (44.24 %) replied strongly agree on the statement, 88 (32.71 %) respondents responded agree with the statement, 11(4.1 %) respondents responded neutral, 34 (12.64 %) respondents responded disagree, and 17 (6.31 %) respondents responded strongly disagree on the statement.

Therefore, from the above data, the researcher concludes that there the importance of institutional communication in your workplace has been positive.

To make sure on the above result, the researcher conducted interview with organizational communication in the ministry present as follows;

According to Mr. X “effective organizational communication can have a positive impact on organizational success in many ways. These include Increases employee morale, satisfaction, and participation, helps reduce misunderstandings and misinformation in the workplace, improves departmental communication and collaboration among staff, helps staff align with the mission, vision, and core values of the organization; Facilitates access to relevant information; streamlines the flow of information within the organization; improves labor productivity by reducing time spent searching for and delaying information on unrelated topics; It also builds trust in the workplace and promotes communication. In this regard, it is not possible to say that we are currently implementing effective organizational communication, but we are trying”.

“In addition to the above explanation, other employees told that effective communication is a prerequisite for achieving organizational goals. Good communication within the team also enhances employee morale. When employees feel that they have been well-informed about the direction and vision of the office, they feel more secure in their role. And effective communication can contribute to organizational success in many ways. It builds employee morale, satisfaction, and participation. But our institution does not do this and I do not dare to say that organizational communication is effective because the leaders are politically represented and do not carry out without political duties.” according to a staff member who did not mention to be named”.

Table 5. Respondents’ response regarding good communication between EMR top-level and low-level employees

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	20	7.4	7.4	7.4
	agree	35	13.01	13.01	20.41
	Neutral	12	4.5	4.5	24.91
	Disagree	94	34.94	34.94	59.85
	Strongly Disagree	108	40.15	40.15	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As the above figure 11, illustrates the majority of the respondents 108 (40.15 %) replied strongly disagree with the statement. 94 (34.94 %) respondents replied disagree on the statement, 12 (4.5%) respondents replied neutral, 35 (13.01 %) replied agree and 20 (7.4 %) of the respondents replied strongly agree on the statement.

Therefore, from the above data, the researcher concludes that there is no good communication between EMR top-level and low-level employees.

In order to make sure the above quantitative data, the researcher conducted interview with strategic managers and present as follows;

Mr. X or Y putted, "Strong communication provides accurate information in a way that the recipient can understand and use. You can apply changes to the way information is processed within an organization using a unique method to identify communication strengths and weaknesses in an organization. Weaknesses in our institution any job information from top to lower employee communication is considered a weakness. It would be better in either direction. So, in our organization employees and leaders are not applied the above concept".

The above concept was also supported by other interviewee and presents as follows;

According to the Information Technology Center Service Manager said that "two-way communication in the workplace is a way for leaders to use employees to achieve the organization's goals. But just as any leadership message is being developed to mobilize staff resources and demonstrate its importance to the organization. They create critical structures that support staff participation by establishing channels to encourage and convey feedback from staff to management. For our organization, top-level and lower-level employees encourage the use of bilateral relations but the result is the inverse. Because in our country plan and strategy dizzied and distributed from the top-level leaders so our roles are implemented and followed".

Table 6. Respondents’ responses regarding communication techniques helped work effectively in your office

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	95	35.31	35.31	35.31
	agree	105	39.03	39.03	74.34
	Neutral	22	8.2	8.2	82.54
	Disagree	31	11.52	11.52	94.06
	Strongly Disagree	16	5.94	5.94	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As describes in the above figure 12, most of the respondents 105 (39.03 %) responded agree on the issue, 95 (35.31 %) respondents responded strongly agree, 22 (8.2 %) respondents responded neutral, 31 (11.52 %) respondents responded disagree and 16 (5.94 %) respondents responded to strongly disagree on the issue.

To sum up, that communication technique helped for organizational work effectiveness.

Mr. X said that, “Organizational communication strength is a resource that the organization can use effectively to achieve its goals. Weaknesses are the limitations, mistakes, or shortcomings that hinder the organization's goals. The presence of well-organized manpower in our institution the fact that we use the same type of communication technology and the use of our budget has significantly contributed to our work. High communication skills, active listening, communication skills, friendship, trust, feedback, and openness, respect, etc. Identifying strengths and weaknesses in our work is important for organizational growth and development. However, focusing on strengths can also be helpful. Identifying strengths in an organization can create a positive work environment and increase employees' self-confidence and performance. Poor workplace relationships damage relationships and overall productivity”.

Table 7. Respondents’ response regarding organizational communication important for developing a work culture

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	116	43.12	43.12	43.12
	agree	96	35.7	35.7	78.82
	Neutral	3	1.11	1.11	79.93
	Disagree	38	14.13	14.13	94.06
	Strongly Disagree	16	5.94	5.94	100
	total	269	100	100	

Source, researcher own field survey, 2021

As presents in the above figure 13, most of the respondents 116 (43.12 %) replied strongly agree on the question. On the other side, 96 (35.7 %) respondents replied agree on the question, 3 (1.11%) respondents replied neutrally on the question, 38 (14.13 %) respondents replied disagree and 16 (5.94 %) of the respondents replied strongly disagree on the question.

Examples of organizational communication in the organizations are group meetings, training, and feedback, social events, formal and informal communication. We can divide organizational relationships into four main types as Formal communication, informal communication, horizontal communication, vertical communication. My organization does not encourage types of organizational communication within the workplace but it is important for employees and other management staff because we have communicated with our internal and external customers”. Mohammed Idris is an expert on the Human Resource Management Directorate

On the other hand, Mr. X says that in our organization employees are not practiced Organizational Communication. So, the organization and the employees missed the importance of communication in the workplace.

Finally, the above analysis concludes that organizational communication is important for developing a work culture in the organization.

Table 8. Respondents' response regarding employees involved the role of organizational communication

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	39	14.49	14.49	14.49
	agree	73	27.14	27.14	41.63
	Neutral	9	3.35	3.35	44.63
	Disagree	129	47.96	47.96	92.59
	Strongly Disagree	19	7.062	7.062	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As it shows in the above figure 14, the majority of the respondents 129 (47.96 %) reacted to disagree on the question. On the other hand, 73 (27.14 %) respondents replied agree, 9 (3.35 %) respondents replied neutral, 39 (14.49 %) respondents replied strongly agree and 19 (7.062 %) respondents replied strongly disagree on the question respectively.

To sum up, the researcher concludes that all employees are not involved in the role of organizational communication in the office.

Table 9. Respondents' responses regarding organizational communication are useful to inspire a work spirit

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	117	43.49	43.49	43.49
	agree	85	31.6	31.6	75.09
	Neutral	8	2.98	2.98	78.07
	Disagree	38	14.13	14.13	92.2
	Strongly Disagree	21	7.80	7.80	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As depicts in the above figure 15, the majority of the respondents 117 (43.49%) replied strongly agree on the question and also 85(31.6%) respondents replied agree, 8 (2.98%) respondents replied neutral, 38 (14.13%) respondents replied disagree and 21 (7.80%) respondents replied strongly disagree on the question respectively.

Therefore, from the above result, one can conclude that organizational communication is useful to inspire a work spirit in the EMR head office.

Table 10. Respondents’ response regarding staff member’s use of organizational communication channel

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	21	7.80	7.80	7.80
	agree	41	15.3	15.3	23.1
	Neutral	9	3.3	3.3	26.4
	Disagree	111	41.3	41.3	67.7
	Strongly Disagree	87	32.37	32.37	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As illustrates in the above figure 16, most of the respondents 111 (413%) reacted to disagree on the issue. On the other side, 87 (32.3%) respondents replied strongly disagree, 9 (3.3%) respondents replied neutral and 41 (15.3%) respondents replied agree, and 21(7.08) strongly agree.

To sum up, most of the information shows management, institution, and staff members have not used organizational communication channels.

Table 11. Respondents’ response regarding the role of organizational communication applies Employees in the organization

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	40	14.87	14.87	14.87
	agree	20	7.43	7.43	22.3
	Neutral	13	4.83	4.83	27.13
	Disagree	89	33.09	33.09	60.22
	Strongly Disagree	107	39.78	39.78	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As presents in the above figure 17, most of the respondents 107 (39.78%) replied agree on the question. On the other side, 89 (33.09%) respondents replied strongly agree on the question, 13 (4.83%) respondents replied neutrally on the question, 40 (14.87%) respondents replied disagree and 20 (7.43 %) of the respondents replied strongly disagree on the question.

In sum, the analysis result shows that employees and managers do not apply the role of organizational communication in the organization

Table 12. Respondents’ response regarding the important role of organizational communication in work culture

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	92	34.2	34.2	34.2
	agree	116	43.12	43.12	77.32
	Neutral	4	1.49	1.49	78.81
	Disagree	38	14.13	14.13	92.94
	Strongly Disagree	19	7.06	7.06	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As indicated from the above table, respondents replied important role of organizational communication in work culture. Related to this, items were designed and distributed to respondents as well results are presented as follows.

Item one, most of the respondents 116 (43.12%) responded agree on the statement. On the other hand, 93 (34.2%) respondents responded strongly agree, 4 (1.49%) responded neutral, 38 (14.12%) responded disagree and 19 (7.06%) responded strongly disagree on the statement.

Therefore, from the above data, the researcher concludes that the role of organizational communication is very important in work culture.

Table 13. Respondents’ response regarding contribute employees communicate with the management of the institution to the effect of work

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	93		34.57	34.57
	agree	25		9.29	43.86
	Neutral	5		1.86	45.72
	Disagree	37		13.75	59.47
	Strongly Disagree	109		40.53	100
	total	269		100	

Source, researcher own field survey, 2021

As depicted in figure 19, the majority of the respondents 109 (40.53 %) replied strongly disagree on the issue. On the other hand, 93 (34.57 %) respondents replied strongly agree, 37 (13.75 %) respondents replied disagree, 25 (9.29 %) respondents replied agree and 5 (1.86 %) respondents replied neutrally.

Therefore, from the above data, the researcher concludes that employees contributed communicate with the management of the institution do not the effectiveness of work.

Table 14. Respondents’ response regarding useful information facility available to the staff

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	25	9.29	9.29	9.29
	agree	34	12.64	12.64	21.93
	Neutral	4	1.49	1.49	23.42
	Disagree	92	34.2	34.2	57.62
	Strongly Disagree	114	42.38	42.38	100
	total	269	100	100	

Source, **researcher own field survey, 2021**

As states in the above figure 21, most of the respondents 114 (42.38 %) replied strongly disagree on the issue. On the other hand, 92 (34.2 %) respondents replied disagree, 4 (1.49 %) respondents replied neutral, 34 (12.64 %) respondents replied agree and 25 (9.29 %) respondents replied strongly agree on the issue.

In a nutshell, any information that is useful for work is not available to the staff members’ facility according to the above analysis.

The flow of information or communication within an organization refers to the activity of policies and communications within an organization. There are several directions in an organization, such as downward, upward, horizontal, diagonal, and external.

In our office, information flow can flow in four directions within an organization: downward, upward, horizontally, and diagonally. Communication is general feedback to the senior officer. This method of communication is not free from any prejudice and the information may be distorted.

Therefore, from the above data, the researcher concludes that the role of the organizational flow of information on employee work effectiveness

Table 15. Respondents’ response regarding organizational communication effectiveness in EMR

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	29	10.78	10.78	10.78
	agree	36	13.39	13.39	24.17
	Neutral	7	2.6	2.6	26.77
	Disagree	99	36.8	36.8	63.57
	Strongly Disagree	98	36.43	36.43	100
	total	269	100	100	

Source, researcher own field survey, 2021

Effective communication is a transaction of ideas, directory command or guides into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in the manner envisaged by the communicator (Victor Akam; 2011).

As indicated in the above figure 22, most of the respondents 99 (36.8 %) replied disagree on the concept. On the other hand, 98 (36.43 %) respondents replied strongly disagree, 7 (2.6%) respondents replied neutral, 36 (13.39 %) respondents replied agree and 29 (10.78 %) respondents replied strongly agree on the concept.

Therefore, from the above quantitative data, the researcher concludes that the feeling of employees regarding organizational communication effectiveness is not consistent in EMR.

16. Which communication type is used frequently?

There are many ways in which we can share information in an institution. For example, it can use verbal/non-verbal communication, including email, text, and visual. Ethiopian Minister of Revenue employees used verbal, nonverbal, and oral communication during at work. Verbal communication is the use of language to convey information through speech or sign language. Oral communication is effective and we use it frequently in our office.

Another type of text communication is the ability to write, type, or print symbols, such as letters and numbers, to convey information. Writing is commonly used to share information through books,

pamphlets, blogs, letters, notes, and more. Emails and conversations are the most common form of text communication in our workplace. Therefore, from the above putting ideas, Ethiopian Minister of Revenue employees frequently used types of communication are verbal, nonverbal, and oral communication in the organization.

Therefore, from the above quantitative data, the researcher concludes that the feeling of employees regarding organizational communication effectiveness is not consistent in EMR.

CHAPTER FIVE

1. Summary of Finding, Conclusion and Recommendation

This chapter presents a summary and conclusion of the research findings based on the objectives of the study that have been reached. Recommendations that focus on how the problem identified could be addressed are incorporated in the present chapter.

5.1. Summary of Finding

The overall findings of this study show that practice of organizational communication, communication channels and employees' work effectiveness through communication are not practiced effectively in Ethiopian ministry of revenue. On this regard, the message, directives and information that comes from top management is not consistent. Moreover, the information comes from departments also not clear and consistent for employees'. The communication channel that used by managers are not appropriate for employees' motivation.

The whole attempt of this research is to assess the role of organizational communication in enhancing work effectiveness on employees in the Ethiopian Ministry of Revenues. The purpose of this study was to explore the role of organizational communication in enhancing work effectiveness and how this contributes to the achievement of Ethiopian ministry revenues goals and objectives. The study does not address the branch organizations and also focuses only on the ministry. The study was guided the role of organizational communication enhancing work effectiveness on employees in the case of the Ethiopian ministry of revenue head office; To assess the organizational flow of information models on employee work effectiveness in the case of the Ethiopian ministry of revenue head office, and To investigate the nature of organizational communication on employee work effectiveness in the case of the Ethiopian ministry of revenue head office.

Communication in an organization is an essential organizational tool, a particular complexity of the organization system to facilitate relationships between people, to establish an environment beneficial to the internal development of the organization. To triangulate the study on the role of organizational communication enhancing work effectiveness on employees in case of Ethiopian ministry of revenue head office required some of data gathering tools for this cause, quantitative method for numerical data questionnaires and qualitative method, In-depth interview was used as instruments of data gathering

system. To undertake the research, attempts have been made to refer to various pieces of literature written on the topic. To apprehend the general and specific objectives of the research, the researcher utilized appropriate theories. The researcher used both simple random and purposive sampling to select respondents.

The Ethiopian ministry of revenue head office has not practiced effectively the organizational communication to enhancing work effectiveness on employees. Organizational communication currently is not effective in the Ethiopian Ministry of Revenue Employees do not contribute effectiveness of work communication with the management of the organization. EMR employees are not involved in the role of organizational communication in the office and there is no good communication between EMR top-level and low-level employees.

5.2. Conclusion

Based on the analysis the Ethiopian ministry of revenue head office has not practiced effectively the organizational communication to enhancing work effectiveness on employees. These findings show that 99 (36.8 %) of organizational communication currently is not effective in the Ethiopian Ministry of Revenue and 40.53 % of respondents replied that employees do not contribute effectiveness of work communication with the management of the organization. Moreover, the majority of Ethiopian Ministry of Revenue employees is not involved in the role of organizational communication in the office and there is no good communication between EMR top-level and low-level employees. The researcher used both simple random and purposive sampling to select respondents.

The researcher based on system theory discussed in chapter two, managers" and employees" are creating good relationship and creating open system for effective communication based on the organizational culture in order to achieve goal, vision and mission of the organization. The objectives of effective communication programs should be clearly stated so that all employees" are motivated for their work. Communication channels such as bulletin boards, intranets, newsletters and e-mail are an efficient mode of communication for certain message, the power of face-to-face communication cannot be underestimated. Media such as reports and letters are less effective for information exchange than "dynamic" channels such as one-on-one conversations, corridor chats, telephone and small-group meetings that incorporate dialogue in the workplace (Grunig, 1992).

5.3. Recommendation

Based on the above conclusions and overall research findings the following recommendations are given for the improvement role of organizational communication in enhancing work effectiveness.

- Ethiopian Ministry of revenue head office managements and employees should implement communication strategies in the organization.
- EMR should exchange good communication between top-level and low-level employees.
- Ethiopian Ministry of Revenue Head Office staff members should use organizational communication channels.
- All employees contributed communicate with the management of the organization practiced the effectiveness of work in the organization.
- All employees and managers practice role of organizational communication in the organization during working at the office.
- All employees should be consistent with regarding organizational communication effectiveness in EMR.
- Ethiopian Ministry of Revenue Head Office employees and management members should identify communication strengths and weaknesses of your organization and take the strong one and minimize the weaknesses of the organization.
- Organization employees and staff members should practice organizational Communication. The organization and the employees' don't miss the importance of communication in the workplace.
- It should encourage types of organizational communication in your organization.
- Ethiopian Ministry of revenue head office employees and management members should encourage two-way communication between the top-level and low-level employees fully in the organization.
- It should practice organizational communication effectively in your organization.
- Ethiopian Ministry of revenue head office employees and management members should be available any information that is useful for work.

Finally, organizational communication is the one in which all members of the organization feel free to share feedback, ideas, and even criticism at every level, and encouraging staff to freely give their views without being victimized by the management.

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APPENDIXES I

ENGLISH VERSION QUESTIONS Addis Ababa UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION

DEPARTMENT OF PUBLIC RELATION AND STRATEGIC COMMUNICATION

Dear Respondents,

This study is entitled to assessing the role of organizational communication in enhancing work effectiveness on employees in the case of the Ethiopian Ministry of Revenue Head Office. It is conducted by Kassanew Tenaw in partial fulfillment of the requirements for the MA Degree in Public Relations and Strategic Communication at Addis Ababa University. Its main objective is to assess the role of organizational communication in enhancing work effectiveness on employees.

The purpose of this questionnaire is to obtain your perceptions and views regarding various aspects of the role of organizational communication. The information provided is purely for academic purposes and strictly confidential. To accomplish this study, you are kindly requested to answer every question; your kind cooperation is highly appreciated.

I kindly ask you to give your genuine responses and your responses will be kept confidential. Thank you for your cooperation!

Researcher's Name: Kassanew Tenaw Tessema

MA student at AAU

Phone number +251 -923-04-56-07

E-mail: kassahuntenaw.123@gmail.com

QUESTIONERS SECTION I: BACKGROUND INFORMATION

Please tick (✓) on the box where appropriate

1) Gender: Male Female

2) Age (in years): 20-30 31-40 41-50 51-60 >61

3) Marital Status: Single Married Divorced

4) Educational Level: Under Diploma Diploma Degree Master's Degree Above

Master's Degree

5) Your status/position: Manager middle manager low-level manager employees"

6) How long have you been working for the minister of Ethiopian revenue head office?

1 year or less 2-5 years 6-9 years 10-15years 16 and above

SECTION II

Kindly respond to the following statements to indicate your opinion of each of the statements. Using the following Likert scale, Please tick what you think in the appropriate answer

SA=Strongly Agree to **A**=Agree **N**=Neutral **D**=Disagree **SD**=Strongly Disagree

No	QUESTIONS	SA	A	N	D	SD
1	Does having organizational communication in your workplace help you work effectively?					
2	Communication in your workplace plays a significant role in the success of your work?					
3	Communication strategies are being implemented in the Ethiopian Ministry of Revenue?					
4	Do you believe that the importance of institutional communication in your work has been positive?					
5	There is good communication between the Ethiopian Minister Of Revenue top-level and low-level employees?					
6	Do you think that the communication techniques in your office have helped you to be effective in your work?					
7	Do you think organizational communication is important for developing a work culture in your workplace?					
8	The role of office communication involved all employees?					
9	Was organizational communication useful to inspire a work spirit?					
10	Did the institution, the management, and the staff use the organizational communication channel?					

11	Do all employees in your office apply role organizational communication?					
12	The role of organizational communication is very important in your work culture?					
13	Do you believe that your organization employees communicate with the management of the institution contributes to the effectiveness of the work?					
14	Any information that is useful for your work in the facility will be made available to the staff?					
15	Do you think that the current organizational communication is effective in the Ethiopian Ministry of Revenue?					

16. Describe the communication medium that you use for communicating with colleagues in your organization?

17. What are the communication strengths and weaknesses of your organization?

18. What is the role of the organizational flow of information on employee work effectiveness in your organization?

19. Which communication type is used frequently? Why?

20. If you add additional ideas, you put the following space.

APPENDIXES II

ENGLISH VERSION INTERVIEW QUESTIONSADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION DEPARTMENT OF PUBLIC RELATION AND STRATEGIC COMMUNICATION

SECTION III

SEMI-STRUCTURED INTERVIEW QUESTIONS

INTERVIEW QUESTIONS FOR SELECTED MINISTRY OF ETHIOPIAN REVENUE HEAD OFFICE EMPLOYEES

1. What is your position in your organization?
2. What are the organizational communication roles of your organization?
3. How do you perceive organizational communication patterns (directions) in your organization?
4. Do you think that your organization encourages organizational communication? How?
5. Do you think that your organization encourages two-way communication between the top-level and lower-level employees? How?
6. Do you think that the current organizational communication is effective in your organization? How?