



ADDIS ABABA UNIVERSITY
COLLEGE OF HUMANITEIS

PUBLIC RELATIONS AND STRATEGIC COMMUNICATION PROGRAM

ASSESSMENT OF ORGANIZATIONAL COMMUNICATION CULTURE OF SELECTED
PRIVATE AND PUBLIC MEDIA INSTITUTIONS IN ETHIOPIA: A COMPARATIVE
PERSPECTIVE

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Addis Ababa, Ethiopia

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DECLARATION

I, the under signed declare that the research project entitled “**Assessment of organizational communication culture of selected private and public media institutions in Ethiopia: a comparative perspective**”, has been carried out by me under supervision of Anteneh Tsegaye (PHD) during the year of 2024 as a part of Masters of Arts in Public Relations And Strategic Communication Program. The Information derived from the literature has been duly acknowledged in texts and a list of references are provided. No part of this Thesis was previously presented for another degree or any other institution.

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Advisor; Approval Sheet

This certificate attests that the thesis titled "*Assessment of Organizational Communication Culture of Selected Private and public Media Institutions in Ethiopia: A Comparative Perspective*" has been submitted by Bizuneh Endale as part of the requirements for the degree of Master of Arts in Public Relations and Strategic Communication Program. The research was conducted under my supervision, and I confirm that the student has satisfactorily fulfilled all requirements. Therefore, I hereby recommend that the thesis be submitted to the department for evaluation.

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Abstract

In today's dynamic media landscape, understanding the nuances of communication cultures within organizations is crucial. The primary objective of the study was to analyze and compare organizational communication cultures between private and government media institutions. To achieve this objective, the study employed a mixed research method; and a comparative research design. 336 sample respondents randomly selected from Private and government media organizations in Ethiopia. Data was collected using questionnaires and interviews, with analysis techniques including descriptive statistics and independent sample t-tests. Therefore, the findings revealed significant differences between private and government media institutions across six dimensions of organizational communication culture. Thus, private media organizations exhibited significantly higher acceptance of hierarchical structures compared to government entities ($p = 0.002$), indicating potential variations in leadership styles and decision-making processes. Additionally, government organizations placed a greater emphasis on collectivism compared to private ones ($p = 0.006$), prioritizing collective goals over individual interests. In terms of uncertainty avoidance, private media organizations showed a stronger tendency to avoid uncertainty compared to government-owned institutions ($p = 0.011$), implying differences in risk-taking behaviors. However, no significant difference was observed in gender-related organizational communication culture ($p = 0.164$) or short-term vs. long-term orientation ($p = 0.527$) between private and government organizations. Furthermore, government media organizations prioritized restraint and self-discipline over indulgence compared to their private counterparts ($p = 0.007$), showing variations in approaches to gratification and self-control. These findings underscore the importance of recognizing and understanding these differences for fostering effective collaboration and performance improvement within Ethiopia's media sector. The study concluded that understanding these variations is very much for fostering effective collaboration and performance improvement within Ethiopia's media sector. Both private and government media organizations prioritize collaboration, adaptability, and gender equality, contributing to organizational effectiveness and resilience.

Key words: Organizational Communication culture, private media, government media, Power Distance Index, Collectivism vs. Individualism, Uncertainty Avoidance Index, Femininity vs. Masculinity, Short-Term vs. Long-Term Orientation and Restraint vs. Indulgen

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Organizational communication culture is a multifaceted concept that encompasses the values, norms, and practices within an organization that shape how communication occurs among its members. It influences how information is shared, decisions are made, and relationships are formed within the organization. According to Kreps (1986), organizational communication culture is crucial for understanding the dynamics of communication within an institution as it influences the way employees interact and collaborate with each other. This study aims to explore the organizational communication culture of selected private and public media institutions in Ethiopia, providing a comparative perspective to understand the similarities and differences in communication practices between these two sectors.

In the Ethiopian media context, both private and public media institutions play significant roles in shaping public discourse and disseminating information to the masses. The media landscape in Ethiopia has undergone significant transformations in recent years, with the government taking steps towards liberalization and allowing the establishment of private media outlets alongside state-owned ones (Kassahun, 2018). This shift has led to a diversification of media sources and perspectives, contributing to a more dynamic media environment in the country. However, challenges such as censorship, political pressure, and limited press freedom continue to affect the functioning of both private and public media organizations (Gebremichael & Gebrehiwot, 2017). Understanding the communication culture within these institutions is essential for comprehending how they navigate these challenges and fulfill their societal roles.

The motivation for this study stems from the recognition of the pivotal role that media institutions play in shaping public opinion, promoting democracy, and facilitating socio-political change in Ethiopia. By examining the communication culture of both private and public media organizations, this study seeks to uncover the underlying norms, values, and practices that influence how information is produced, disseminated, and consumed in the Ethiopian context. Moreover, by adopting a comparative perspective, this research aims to identify potential areas

of convergence or divergence in communication practices between private and public media institutions, offering insights into the broader dynamics of the media landscape in Ethiopia.

1.2. Statement of the Problem

The Ethiopian media landscape is indeed a diverse ecosystem characterized by the coexistence of private and public media institutions (Gagliardone, 2014). However, it is noteworthy that there is a lack of comprehensive research on the organizational communication culture within these institutions. Understanding the communication practices, values, and challenges faced by these organizations is crucial for fostering a conducive environment for media development and promoting freedom of expression (World Bank, 2019).

The Ethiopian media landscape has experienced notable transformations recently, marked by governmental efforts to liberalize the sector and foster media pluralism (Skjerdal, 2013). However, despite these advancements, persistent challenges such as limited access to information, censorship, and self-censorship remain prevalent. These obstacles hinder the growth of a dynamic and autonomous media industry, emphasizing the necessity for thorough research to illuminate the inner workings of media organizations in Ethiopia.

Organizational communication culture refers to the shared values, beliefs, and practices that shape communication within an organization. In the context of media institutions, organizational communication culture plays a critical role in shaping media content quality, employee engagement, and overall organizational performance (Huang et al., 2013). Private media institutions in Ethiopia operate in a challenging environment characterized by limited resources, regulatory constraints, and political interference (Besha et al., 2009). Despite these challenges, private media institutions have emerged as important players in the Ethiopian media landscape, providing diverse perspectives on social, political, and economic issues.

Public media institutions in Ethiopia are entities that are owned and operated by the state, and they operate under the umbrella of the Ethiopian Broadcasting Corporation (EBC). This ownership structure means that the government plays a significant role in their functioning, including their financial support, editorial policies, and overall direction. Public media outlets in Ethiopia are part of the larger state apparatus and, as such, are expected to align their activities

with the government's goals and objectives. While this can provide them with access to resources and infrastructure, it also raises questions about their editorial independence and ability to serve as impartial sources of information. While public media institutions in Ethiopia play a crucial role in disseminating information and shaping public discourse, their unique organizational communication culture remains relatively unexplored, particularly in the context of their ownership and operational affiliation with the Ethiopian government through the Ethiopian Broadcasting Corporation (EBC).

The organizational communication culture within private media organizations in Ethiopia represents a dynamic and evolving facet of the country's media landscape. These private media outlets are typically owned by individuals, businesses, or independent media entrepreneurs, which often grants them a higher degree of editorial independence compared to their state-owned counterparts. This independence is a cornerstone of their communication culture, as they strive to serve as critical voices that provide alternative perspectives and objective reporting, countering any potential biases present in government-controlled media outlets. This commitment to editorial freedom is fundamental to their identity and sets the stage for their communication practices.

However, private media organizations in Ethiopia also face a complex set of challenges that influence their communication culture. Generating revenue to sustain operations is a primary concern, leading them to rely on advertising income and audience engagement. In this pursuit of financial stability, there can be a delicate balance between journalistic integrity and commercial considerations. This balance often shapes their content priorities and can sometimes lead to sensationalism or a focus on specific market segments to attract advertisers and audiences (Rus, 2015).

Several research papers have previously delved into the organizational communication culture within both private and public media institutions. Raghavendra (2018) conducted a cross-sectional analysis in Karnataka and Tamil Nadu states, focusing on media organizational culture and its relationship with the job status of media professionals in both public and private sector organizations. The findings of this study revealed that media institutions in these states exhibit well-planned organizational development parameters, infrastructural facilities, leadership

opportunities, and other positive aspects of organizational culture. In a similar vein, Rus (2015) examined organizational culture in both public and private institutions.

However, this study seeks to bridge a critical gap in the existing literature by focusing specifically on the organizational communication culture within private and government media institutions in Ethiopia. Unlike previous studies, this research zeroes in on the unique communication practices, decision-making processes, and work environments within these media organizations, aiming to uncover how these elements influence employees' experiences and overall organizational dynamics in the Ethiopian context.

1.3. Objective of the study

1.3.1. General Objective

The general objective of this study was to analyze and compare organizational communication cultural dimensions at implementing within private and public media organizations in Ethiopia.

1.3.2. Specific objectives

The study had the following specific objectives;

- ✓ To compare power dynamics within private and government media organizations in Ethiopia.
- ✓ To analyze the emphasis on collectivism versus individualism in communication cultures between private and government media institutions.
- ✓ To investigate how private and government media organizations in Ethiopia handle uncertainty and change in their communication practices.
- ✓ To examine gender-related communication cultural values within private and government media organizations in Ethiopia.

1.3. Research questions

The study aimed to address the following research questions

- 1) How do power dynamics differ between private and government media organizations in Ethiopia?
- 2) What are the differences in the emphasis on collectivism versus individualism in communication cultures between private and government media institutions?
- 3) How do private and government media organizations in Ethiopia handle uncertainty and change in their communication practices?
- 4) What are the gender-related communication cultural values within private and government media organizations in Ethiopia?

1.4. Significance

First, this research carries substantial importance for policymakers and regulators in Ethiopia. Understanding the intricate dynamics of communication culture within private and public media institutions can provide essential insights for constructing policies and regulations that nurture a conducive environment for media development. Policymakers can utilize the findings to uphold principles of freedom of expression while ensuring media accountability and professionalism.

Media organizations themselves, whether private or public, stand to benefit significantly from the outcomes of this study. By identifying areas of strength and opportunities for improvement in their communication culture, media institutions can enhance their overall effectiveness and credibility. For media professionals, a deeper comprehension of their organization's communication culture empowers them to advocate for editorial independence, ethical journalism practices, and improved workplace communication standards.

Academically, this study contributes to the body of knowledge on organizational communication culture, particularly within the context of media institutions. It provides a robust foundation for further research and exploration in this area, both in Ethiopia and globally. Moreover, the study's findings can serve as a valuable reference point for future academic endeavors on similar topics.

In a broader societal context, the research holds the potential to advance media pluralism in Ethiopia. An in-depth understanding of communication cultures within private and public media organizations fosters a diverse and vibrant media sector, ultimately contributing to a more informed and engaged citizenry. Additionally, the study's insights into decision-making

processes and leadership styles can promote transparency and accountability, not only within media institutions but also within the broader governance framework. Furthermore, the research empowers employees within media organizations by allowing them to voice their perceptions of communication culture. This understanding can lead to constructive discussions about workplace improvements and contribute to a healthier and more conducive work environment for media professionals.

1.5. Scope of the study

The scope of this study encompasses a comparative analysis of communication cultures within selected private and government media organizations in Ethiopia. It will delve into the organizational structures, communication practices, and cultural dynamics of prominent private media entities such as EBS TV, Arts TV, Nahoo TV, Abay TV and Asham TV) and two (2) government media organizations(EBC TV and FANA TV), each playing a unique role in shaping the communication culture in Ethiopia. Thus, by examining a diverse array of media organizations operating within Ethiopia, including both urban and rural settings, the study aims to offer a comprehensive understanding of communication cultures prevalent across the Ethiopian media landscape. While focusing on organizational communication dynamics, this study will refrain from analyzing individual programming content and instead emphasize the broader implications of communication cultures on media operations and effectiveness in Ethiopia.

1.6. Limitation of the study

This study has some limitations that offer opportunities for future researchers. The study conducted using sample respondents from selected private and government media organizations in Ethiopia. While efforts have made to ensure representativeness, the relatively small sample size may limit the generalizability of the findings to the broader population of media organizations in the country. A larger and more diverse sample could provide a more comprehensive understanding of communication cultures within the Ethiopian media landscape. The study focused specifically on private and government media organizations within Ethiopia. However, a range of factors, including regional, cultural, and societal differences, can influence

organizational communication cultures. Therefore, the findings of this study may not be directly applicable to media organizations in other cultural contexts or regions. Future research could explore communication cultures within different cultural contexts to provide a more nuanced understanding of organizational dynamics in the media sector.

1.7. Organization of the thesis

This study had the following parts. Part one would cover introduction of the study which further includes background of the study, statement of the problem, objectives of the study, research questions, significance of the study and scope of the study. Part 2 covered related literatures, which are important in relating previously conducted studies on compare and analyze the communication cultures within selected private and government media organizations in Ethiopia. Part three given an emphasis on the methodology, which includes description of study area. The fourth chapter was include; discussion, analysis and interpretation of the result. The fifth and the final chapter covered the conclusions drawn from the findings and possible recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

Introduction

This chapter provides a comprehensive overview of media organizational culture, delving into its fundamental concepts, theories, and models. Understanding the intricacies of media organizational culture is essential for grasping the dynamics and functioning of media institutions within a rapidly evolving media landscape. By examining the various dimensions of organizational culture and its implications for communication processes and organizational effectiveness, this chapter aims to shed light on the unique challenges and opportunities facing media organizations today.

2.1. Theoretical review

2.1.1. Definition of Culture

Culture refers to the collective set of beliefs, values, customs, traditions, and behaviors shared by a group of people within a particular society or community (Hofstede, 2010). The social glue binds individuals together and shapes their perceptions, attitudes, and behaviors within a given context. Organizational culture, on the other hand, refers to the unique set of values, norms, beliefs, and practices that define the identity and operating principles of an organization (Schein, 2010). It encompasses the unwritten rules and assumptions that guide organizational behavior, decision-making processes, and interactions among members.

2. 1.2.Organizational Culture

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the identity and functioning of an organization (Schein, 2010). It encompasses the unwritten rules and assumptions that guide employee behavior, decision-making processes, and interactions within the organizational context. Organizational culture influences various aspects of organizational life, including communication patterns, leadership styles, employee motivation, and organizational performance (Cameron & Quinn, 2011). It is often considered as the "glue"

that holds an organization together, providing a sense of cohesion, identity, and direction. Additionally, organizational culture can have a significant impact on employee morale, job satisfaction, and overall organizational effectiveness. Understanding and managing organizational culture is crucial for leaders and managers to foster a positive work environment, align organizational goals with employee values, and drive organizational change effectively.

2.1.3. Organizational communication

Organizational communication refers to the exchange of information, ideas, and emotions within an organization, as well as with external stakeholders (Shockley-Zalabak, 2011). It encompasses formal channels such as memos, reports, and meetings, as well as informal interactions such as conversations, emails, and social media. Effective organizational communication is crucial for promoting understanding, collaboration, and coordination among employees, enhancing decision-making processes, and achieving organizational goals (Kassing, 2010). It plays a vital role in shaping organizational culture, influencing employee morale, job satisfaction, and organizational performance (Papa et al., 2012). Moreover, in today's globalized and digitalized world, organizational communication is increasingly complex, involving diverse stakeholders, multiple communication channels, and rapid information flow. Therefore, organizations need to adopt strategic communication practices, leverage technology effectively, and foster a culture of transparency and openness to ensure effective communication processes and outcomes.

2.1.4. Organizational communication culture

Organizational communication culture refers to the shared values, norms, beliefs, and practices surrounding communication within an organization (Shockley-Zalabak, 2011). It encompasses the ways in which information is transmitted, received, and interpreted among members of the organization, shaping interactions, decision-making processes, and overall organizational dynamics. According to Hofstede's Cultural Dimensions Theory, several cultural dimensions, including Power Distance, Uncertainty Avoidance, Individualism vs. Collectivism, Masculinity vs. Femininity, Long-Term vs. Short-Term Orientation, and Indulgence vs. Restraint (Hofstede, 2010), can influence organizational communication culture. These dimensions provide a framework for understanding how cultural values and norms shape communication patterns and

behaviors within organizations, guiding the way messages are conveyed, feedback is received, and conflicts are resolved.

Moreover, organizational communication culture plays a crucial role in determining the effectiveness and efficiency of communication processes within an organization (Papa et al., 2012). A positive communication culture characterized by openness, transparency, and trust fosters collaboration, innovation, and employee engagement, leading to improved organizational performance (Barrett et al., 2012). Conversely, a negative communication culture marked by hierarchical barriers, information silos, and poor feedback mechanisms can hinder productivity, creativity, and morale. By understanding and analyzing the communication culture within an organization through the lens of Hofstede's Cultural Dimensions Theory, researchers and practitioners can identify areas for improvement and develop strategies to cultivate a more effective and inclusive communication environment that aligns with the organization's values and objectives.

Understanding the relationships between culture, organizational culture, and communication is crucial for assessing organizational dynamics and effectiveness. Organizational culture influences communication patterns by shaping how information is shared, interpreted, and acted upon within an organization (Barrett et al., 2012). Conversely, communication practices play a pivotal role in shaping and maintaining organizational culture, as they reflect and reinforce cultural values, norms, and beliefs (Papa et al., 2012). To measure organizational culture and communication, researchers often employ qualitative and quantitative methods such as surveys, interviews, observations, and content analyses (Cameron & Quinn, 2011; Shockley-Zalabak, 2011). These methods allow researchers to assess cultural artifacts, espoused values, and underlying assumptions within an organization, as well as to examine communication processes, networks, and outcomes to understand their alignment with cultural norms and values. Overall, an integrated approach to measuring culture and communication provides valuable insights into organizational dynamics and facilitates the development of strategies for fostering a positive organizational culture and effective communication practices.

2.2. Media as an Organization

Media organizations, as entities responsible for producing and disseminating news and entertainment content, operate within a dynamic and complex environment shaped by technological advancements, regulatory frameworks, and audience preferences. According to McChesney and Nichols (2010), media organizations play a crucial role in shaping public discourse, informing citizens, and holding those in power accountable. In the digital age, media organizations face unprecedented challenges and opportunities, including the proliferation of online platforms, declining advertising revenues, and heightened competition for audience attention (Picard, 2014). Despite these challenges, media organizations remain essential institutions within democratic societies, serving as watchdogs, gatekeepers, and agenda-setters that influence public opinion and societal norms.

The organizational structure and culture of media organizations significantly influence their operations, content production processes, and relationships with stakeholders. According to Anderson and Bell (2011), media organizations often operate within hierarchical structures characterized by distinct departments such as newsrooms, production teams, and advertising divisions. These structures influence decision-making processes, power dynamics, and communication flows within the organization. Additionally, media organizations possess unique cultures shaped by journalistic norms, editorial standards, and organizational values (Glynn et al., 2012). Journalistic integrity, accuracy, and objectivity are central tenets of media culture, guiding editorial decisions and shaping the public's trust in media institutions.

In recent years, media organizations have grappled with significant disruptions and transformations driven by technological innovations and changing audience behaviors. The rise of digital media platforms has revolutionized the way news and entertainment content is produced, distributed, and consumed, leading to shifts in business models and revenue streams (Picard, 2014). Furthermore, social media platforms have emerged as influential players in the media landscape, amplifying the reach and impact of news content while posing challenges related to misinformation and algorithmic biases (Wardle & Derakhshan, 2017). Media organizations must navigate these disruptions while upholding journalistic principles and adapting to evolving audience preferences and consumption habits.

To thrive in the digital age, media organizations must embrace innovation, foster collaboration, and cultivate a culture of adaptability and resilience. According to Picard (2014), successful media organizations demonstrate agility in responding to technological changes, experimenting with new formats and distribution channels, and engaging with audiences across multiple platforms. Additionally, media organizations must prioritize transparency, accountability, and ethical conduct to maintain the public's trust in an era marked by concerns over fake news and media bias (Wardle & Derakhshan, 2017). By aligning their organizational structures, cultures, and strategies with the demands of the digital age, media organizations can position themselves for sustained relevance and impact in an increasingly complex and interconnected media landscape.

2.3. Media Organizational Culture

Media organizational culture refers to the shared values, beliefs, norms, and practices that characterize the operations and interactions within media organizations. It encompasses the unique set of cultural elements that define the identity, functioning, and communication dynamics of media institutions. According to Schein (2010), organizational culture is shaped by various factors, including the organization's history, leadership style, mission, and external environment. In the context of media organizations, journalistic norms, editorial standards, and professional ethics play a central role in shaping organizational culture. Additionally, media organizational culture reflects the broader cultural, social, and political contexts in which media institutions operate, influencing their content production processes, audience engagement strategies, and relationships with stakeholders.

Several theories and models offer insights into the formation and dynamics of media organizational culture. One prominent theory is the Cultural Approach to Organizations, which emphasizes the symbolic and interpretive aspects of organizational culture (Alvesson, 2013). According to this approach, media organizations create and maintain shared meanings through symbols, rituals, and stories, which shape members' identities and guide their behavior. Another influential model is the Competing Values Framework, which categorizes organizational cultures into four types based on two dimensions: flexibility versus stability and internal focus versus external focus (Cameron & Quinn, 2011). This framework helps analyze and understand the

diverse cultural orientations within media organizations, ranging from hierarchical and rule-bound cultures to innovative and adaptive cultures.

Moreover, media organizational culture is influenced by Hofstede's Cultural Dimensions Theory, which identifies six cultural dimensions—Power Distance, Uncertainty Avoidance, Individualism vs. Collectivism, Masculinity vs. Femininity, Long-Term vs. Short-Term Orientation, and Indulgence vs. Restraint (Hofstede, 2010). These dimensions provide a framework for understanding how cultural values and norms shape communication patterns, decision-making processes, and leadership styles within media organizations. By applying theories and models of organizational culture to the study of media institutions, researchers gain insights into the underlying dynamics that shape media operations, content production, and audience engagement strategies, ultimately contributing to a deeper understanding of the media's role in society.

2.4. Theories of Media Organizational Culture

In the context of media organizational culture, several theories provide frameworks for understanding the dynamics, development, and impact of culture within media institutions.

2.4.1. Cultural Approach to Organizations

The cultural approach to organizations underscores the significance of symbolic and interpretive elements within organizational culture, particularly pertinent in media organizations where shared meanings are constructed and sustained through symbols, rituals, and narratives (Alvesson, 2013). This framework elucidates how journalistic norms, editorial standards, and professional ethics intersect to shape the identity of media organizations and influence the behaviors of their members.

By examining the intricate web of symbols and rituals embedded within media institutions, scholars have gained insights into how organizational culture in these contexts evolves and endures, providing a foundation for understanding the dynamics of news production and dissemination (Holtzhausen & Fourie, 2013). This perspective emphasizes the role of storytelling and symbolic representation in fostering a sense of belonging and guiding the actions of

individuals within media organizations, thereby contributing to the broader discourse on organizational culture and its implications for journalistic practice.

2.4.2. Competing Values Framework

The Competing Values Framework, pioneered by Cameron and Quinn (2011), offers a structured approach to examining organizational cultures by delineating four distinct types along two primary dimensions: flexibility versus stability, and internal focus versus external focus. This framework has proven invaluable in dissecting the myriad cultural orientations present within media organizations, spanning from hierarchical and rule-bound cultures to innovative and adaptive ones (McKenna, 2013). By employing this framework, researchers and practitioners can gain a nuanced understanding of the interplay between organizational values, behaviors, and outcomes within media contexts, facilitating informed decision-making and strategic management initiatives aimed at fostering cultural alignment and enhancing organizational effectiveness (Leitch & Palmer, 2016). Furthermore, the Competing Values Framework underscores the dynamic nature of organizational culture and the imperative for media organizations to navigate competing demands and tensions inherent in their environments to thrive in an ever-evolving landscape of media production and consumption.

2.4.3. Hofstede's Cultural Dimensions Theory

Hofstede's Cultural Dimensions Theory, delineating six cultural dimensions, including Power Distance, Uncertainty Avoidance, Individualism vs. Collectivism, Masculinity vs. Femininity, Long-Term vs. Short-Term Orientation, and Indulgence vs. Restraint, serves as a robust framework for comprehending how cultural values and norms manifest within media organizations, shaping communication patterns, decision-making processes, and leadership styles (Hofstede, 2010).

This model has been instrumental in illuminating the cultural underpinnings that influence media operations and practices, offering researchers a lens through which to explore the complexities of organizational culture within media contexts (Döveling et al., 2016). By applying Hofstede's dimensions, scholars can unpack the cultural nuances inherent in media organizations, shedding light on how cultural orientations affects various facets of media production, distribution, and

consumption, thereby enhancing our understanding of the interplay between culture and media dynamics in an increasingly globalized and interconnected world.

These theories offer valuable insights into the formation, maintenance, and impact of organizational culture within media institutions. By applying these theoretical frameworks, researchers can better understand the complexities of media organizational culture and its implications for organizational effectiveness, innovation, and adaptation in a rapidly evolving media landscape.

2.5. Organizational communication culture- a global perspective

Organizational communication culture from a global perspective, as viewed through the lenses of Edward Hall and Geert Hofstede, underscores the intricate interplay between cultural dimensions and communication dynamics within organizations. Hall's concept of high-context versus low-context communication illuminates how cultural nuances shape communication patterns, emphasizing the importance of contextual cues and implicit understanding in high-context cultures, prevalent in many non-Western societies. Similarly, Hofstede's cultural dimensions provide a framework for understanding how cultural values influence communication styles and norms across different nations and regions (Hofstede, 2010).

Studies since 2010 have continued to highlight the relevance of these perspectives in navigating the complexities of global organizational communication, emphasizing the need for cross-cultural sensitivity, adaptability, and effective communication strategies to foster collaboration and synergy in multinational settings (e.g., Grzesiuk & Sankowska, 2018). By integrating insights from Hall and Hofstede, organizations can cultivate a more inclusive and culturally aware communication culture that transcends geographical boundaries, facilitating effective communication and collaboration in today's increasingly interconnected global landscape.

2.6. Media, organizational communication culture from an African perspective

Examining media, organizational communication culture from an African perspective through the frameworks of Edward Hall and Geert Hofstede provides valuable insights into the unique

cultural dynamics shaping communication practices within African media organizations. Hall's concept of high-context communication resonates strongly in many African cultures, where indirect communication, reliance on non-verbal cues, and emphasis on community and relationships are paramount. Similarly, Hofstede's cultural dimensions shed light on how cultural values such as collectivism, high power distance, and long-term orientation influence communication patterns and organizational dynamics within African media contexts. Recent research underscores the significance of these cultural dimensions in understanding and navigating communication challenges within African media organizations, emphasizing the need for culturally sensitive approaches to leadership, decision-making, and collaboration (Omu, 2017). By integrating insights from Hall and Hofstede, media organizations operating in Africa can cultivate communication cultures that honor local cultural norms while fostering effectiveness, inclusivity, and innovation in today's rapidly evolving media landscape.

Respect for hierarchy and authority is another hallmark of African organizational communication culture (Nicotera et al., 2003). Many African organizations maintain hierarchical structures where authority and deference to elders or superiors are highly regarded. Employees are expected to demonstrate respect and humility when interacting with authority figures. Communication with superiors tends to be more formal, reflecting the importance of maintaining respect for authority within the organization. This hierarchical structure can influence decision-making processes and the flow of information, emphasizing the significance of authority in the communication culture (Rojo & Esteban 2005).

The African perspective on organizational communication culture is characterized by collectivism, respect for authority, storytelling traditions, and adaptability to linguistic and cultural diversity. While these cultural elements provide a general framework, it is essential to recognize that organizational communication culture can vary significantly across countries, regions, industries, and individual organizations on the continent. Additionally, the influence of globalization and technology is reshaping communication practices, making African organizations increasingly interconnected with the global business landscape while preserving the unique cultural underpinnings of their communication culture. Understanding and respecting these cultural nuances are crucial for effective collaboration and successful business operations in Africa.

2.6. 1. Organizational communication culture of private media institution

Examining the organizational communication culture of private media institutions since 2010 reveals a dynamic landscape shaped by various factors including technology advancements, market competition, and evolving audience preferences. Research in this area has highlighted the importance of understanding the unique communication dynamics within private media organizations, emphasizing elements such as autonomy, innovation, and commercial imperatives (Doyle & Haarstad, 2017).

Scholars have underscored the significance of leadership styles, organizational structures, and internal communication processes in fostering a culture that encourages creativity, responsiveness to market demands, and strategic agility (Hanusch & Hanitzsch, 2017). Furthermore, studies have explored how the digital transformation of media has influenced communication cultures within private media institutions, with implications for content production, distribution channels, and audience engagement strategies (Edgerly, 2018). By examining the organizational communication culture of private media institutions through empirical research and theoretical frameworks, scholars have contributed valuable insights to the understanding of how these organizations navigate the complexities of the contemporary media landscape while striving to achieve their journalistic mission and commercial objectives.

It enables journalists and editors to report on news stories with objectivity and impartiality, free from undue external pressures or influences (Collier & Esteban, 2007). This emphasis on independence is often reflected in the editorial policies of private media organizations, which serve as a guiding framework for their communication practices, ensuring that news stories are selected and presented based on their news value rather than commercial or political considerations (Singer, 2007).

However, private media institutions also navigate the commercial considerations that come with their ownership structure. Unlike public media organizations, private media entities rely on generating revenue to sustain their operations (Lam, 2006). This commercial imperative significantly shapes their communication culture. To secure advertising income and maintain a loyal audience, private media organizations may adopt strategic communication practices. This might involve tailoring content to appeal to specific market segments or exploring innovative

revenue-generation models, all while striving to maintain the integrity and credibility of their journalism (Farinloye et al., 2020).

In the digital age, private media institutions are often at the forefront of embracing innovative communication practices (Cornelissen et al., 2015). Recognizing the importance of digital platforms, social media, and multimedia content, they adapt to evolving audience preferences and technological advancements. Their communication culture reflects a willingness to experiment with new storytelling formats and technologies to engage their audience and stay competitive in a rapidly evolving media landscape (Picone, 2018).

Moreover, a strong commitment to ethical journalism is a hallmark of the communication culture within private media institutions. Upholding principles of accuracy, fairness, and objectivity is not just a matter of professional integrity; it's integral to their reputation and credibility (Hamada, 2018). Ethical considerations permeate their communication practices, from rigorous fact-checking and source verification to responsible reporting on sensitive issues. This commitment to ethical journalism underscores their role as trusted sources of information in the media ecosystem, fostering public trust and maintaining their competitive edge in the media industry (Moreno et al., 2021).

The organizational communication culture within private media institutions combines a dedication to editorial independence with the need to navigate commercial pressures, adapt to digital advancements, and maintain the highest ethical standards in journalism. These elements collectively shape their identity and role within the broader media landscape, where private media entities serve as essential contributors to media pluralism, diversity, and the dissemination of information to the public. Understanding their unique communication culture is paramount for comprehending the complex dynamics of media organizations in both local and global contexts.

2.6.2. Organizational communication culture of public media institution

The organizational communication culture of public media institutions represents a complex interplay of factors, often rooted in their government affiliation and commitment to serving the public interest (Bantz, 2012). These organizations prioritize the dissemination of unbiased and comprehensive news and information as a cornerstone of their communication culture. Public

media entities are typically state-owned or heavily funded by the government, which can lead to concerns about editorial independence. However, their communication culture includes mechanisms to maintain accountability, transparency, and adherence to professional journalism standards, mitigating the risk of undue government influence (Nissen, 2006).

Diversity and representation are pivotal elements of the communication culture within public media institutions (McCleen, 2008). They recognize the importance of reflecting the interests and perspectives of a diverse audience, encompassing various demographic groups and societal interests. This commitment to diversity permeates their content, staffing, and programming decisions. Public media organizations aim to be inclusive platforms for underrepresented voices and issues, fostering a communication culture that reflects the broader societal fabric and promotes inclusivity in their communication practices (Mitchelstein et al., 2019).

Furthermore, public media institutions prioritize educational and informative content within their communication culture (Aufderheide et al., 2020). They consider themselves as educators and information disseminators, dedicated to providing content that enlightens, educates, and informs the public. This emphasis extends to programming choices that prioritize documentaries, cultural programs, and news reporting focused on in-depth analysis and context. Public media's communication culture underscores their commitment to the public interest and their role in advancing the broader societal good through informed and educational content (Cummings & Rhode, 2009).

Balancing the need for financial sustainability with editorial independence is an ongoing challenge within the communication culture of public media institutions (Benson & Powers 2011). While they rely on government funding, they also have safeguards in place to protect their independence from political interference. These safeguards often include governance structures or oversight mechanisms designed to ensure that they can fulfill their mission of serving the public interest while maintaining editorial autonomy. Navigating these complexities is essential for public media organizations to continue their critical role in providing information and fostering democratic discourse within society (Voltmer, 2013).

The organizational communication culture within public media institutions is marked by a commitment to public service, diversity, educational content, and safeguards for editorial

independence. These aspects collectively shape their identity and role within the broader media landscape, where public media organizations serve as vital contributors to informed public discourse, education, and the dissemination of unbiased news and information. Understanding their unique communication culture is paramount for comprehending the intricate dynamics of these organizations and their contributions to public discourse and democratic values.

2.7. Organizational communication culture of private and public media institution in Ethiopia

The organizational communication culture of private media institutions in Ethiopia reflects a dynamic landscape marked by efforts to promote press freedom and editorial independence. Historically, these entities have been at the forefront of advocating for an open and unrestricted media environment (Kebede & Tveiten, 2023). In recent years, Ethiopia has experienced significant reforms in its media sector, with private media outlets striving to establish themselves as independent sources of news and information (Skjerdal, 2013). This emphasis on editorial autonomy and a commitment to unfettered reporting forms a foundational element of their communication culture. It is a testament to their role in challenging historical media restrictions and fostering a vibrant media ecosystem in the country (Stapenhurst, 2000).

Ethiopia's rich ethnic and linguistic diversity significantly influences the communication culture of private media institutions (Debremarkos, 2013). Recognizing the importance of catering to a broad and varied audience, these organizations prioritize reflecting the country's linguistic diversity in their content and programming. Private media entities often broadcast or publish content in multiple languages and dialects, allowing them to connect with audiences from diverse linguistic backgrounds (Vaughan & Tronvoll, 2003). This commitment to linguistic inclusivity is a reflection of their dedication to reaching a wide cross-section of the Ethiopian population.

Navigating a regulatory environment that has undergone substantial changes is another dimension of the communication culture within private media institutions in Ethiopia. While progress has been made in terms of press freedom, regulatory challenges and uncertainties persist (Werkineh, 2021). Private media organizations often engage in practices aimed at both compliance with existing regulations and advocacy for further liberalization and reforms. This

balancing act shapes their communication culture, as they work to maintain their editorial independence while adapting to evolving regulatory dynamics (Fuenfschilling & Truffer, 2016).

Furthermore, the ongoing digital transformation in Ethiopia is reshaping the communication culture of private media institutions (Skjerdal, 2013). With the increasing adoption of digital platforms, social media, and online journalism, these organizations are striving to engage with a tech-savvy and digitally connected audience. Their communication culture includes efforts to harness the power of digital tools for news dissemination and audience engagement while addressing challenges related to internet access and digital literacy in the country (Hearn et al., 2009).

The organizational communication culture of public media institutions in Ethiopia reflects a multifaceted landscape shaped by their government affiliation, historical context, and mission to serve the public interest. These institutions often emphasize their role as public service broadcasters committed to providing unbiased and comprehensive news and information to the Ethiopian populace. However, their affiliation with the government and reliance on government funding can pose challenges to editorial independence, prompting concerns about potential government influence in editorial decisions. To address these concerns, public media organizations in Ethiopia often incorporate mechanisms within their communication culture that prioritize accountability, transparency, and adherence to professional journalism standards. This careful balancing act allows them to maintain their mission of serving the public while striving for editorial autonomy.

Ethiopia's rich ethnic and cultural diversity strongly influences the communication culture of public media institutions. Recognizing the significance of reflecting this diversity, these organizations prioritize linguistic and cultural inclusivity within their communication practices. They make concerted efforts to offer content in multiple languages and dialects, ensuring that they cater to the varied linguistic backgrounds of their audience. This commitment to diversity extends to their staffing and programming decisions, fostering a communication culture that values inclusivity and seeks to amplify underrepresented voices and issues, ultimately promoting unity within Ethiopia's multicultural society.

Moreover, public media institutions in Ethiopia place a strong emphasis on providing educational and informative content as a core component of their communication culture. They see themselves as educators and knowledge disseminators, dedicated to offering content that enlightens, educates, and informs the public. This commitment is reflected in their programming choices, which frequently encompass documentaries, cultural programs, and news reporting that emphasizes in-depth analysis and context. Public media's communication culture underscores their mission to serve the public interest by fostering an informed citizenry and contributing to the nation's educational and cultural enrichment.

Lastly, public media institutions in Ethiopia navigate the challenges and transformations brought about by changes in the media landscape and regulatory environment. Recent media reforms have increased press freedom and altered the regulatory framework, prompting public media organizations to adapt to these transformations while upholding their core values. Their communication culture may involve practices aimed at embracing technological advancements and fostering digital engagement with their audience, reflecting their commitment to remaining relevant and effective in an evolving media landscape.

In Ethiopia, the organizational communication culture of both private and public media institutions reflects a dynamic and evolving landscape shaped by various factors. Private media organizations prioritize press freedom and editorial independence, advocating for an open media environment while adapting to recent media reforms. They also recognize Ethiopia's linguistic diversity, aiming to cater to a broad audience by offering content in multiple languages. Navigating regulatory challenges and embracing digital transformations are essential aspects of their communication culture.

Public media institutions emphasize their role as public service broadcasters while addressing concerns about government influence due to their government affiliation and funding. They, too, prioritize linguistic and cultural inclusivity and aim to provide educational and informative content. Public media organizations adapt to changing media dynamics and regulatory reforms, incorporating digital tools for audience engagement while maintaining their mission of serving the public interest.

2.8. Empirical studies

A substantial body of research has previously explored the organizational communication culture within both private and public media institutions, offering valuable insights into various aspects of these organizations. One notable study by Raghavendra (2018) conducted a cross-sectional analysis in the states of Karnataka and Tamil Nadu, focusing on media organizational culture and its relationship with the job status of media professionals in both public and private sector organizations. This research found that media institutions in these states exhibited well-planned organizational development parameters, infrastructural facilities, leadership opportunities, and other positive aspects of organizational culture. These findings emphasized the significance of organizational culture in shaping the professional experiences of media professionals in both private and public settings.

In a similar, Rus (2015) conducted a study that delved into the organizational culture within both public and private institutions. This research paper aimed to uncover the differences between these two types of organizations and their impacts on employees. The study highlighted notable disparities in various factors, including work environment, decision-making processes, and communication patterns, shedding light on the cultural distinctions between public and private entities. This research underscored how organizational culture plays a pivotal role in influencing the experiences and perceptions of employees within these different organizational contexts.

Furthermore, the study shed light on differences in decision-making processes. In public organizations, decision-making was frequently centralized, involving a hierarchy of approval levels and a tendency towards a slower decision-making pace. In contrast, private organizations tended to adopt a more decentralized decision-making approach, often empowering employees at various levels to make swift decisions in response to market dynamics. This disparity in decision-making processes highlighted how organizational culture can significantly impact an organization's agility and ability to respond effectively to changes in its external environment.

Another critical dimension explored in Rus's research was communication patterns. It was observed that public institutions often had more formal and top-down communication structures, with information flowing primarily from higher management levels to lower ones. In private organizations, on the other hand, communication tended to be more informal and

multidirectional, fostering open channels for feedback and collaboration among employees. These distinct communication patterns underscored the role of organizational culture in shaping not only how information is disseminated but also how employees engage with one another and with the organization as a whole.

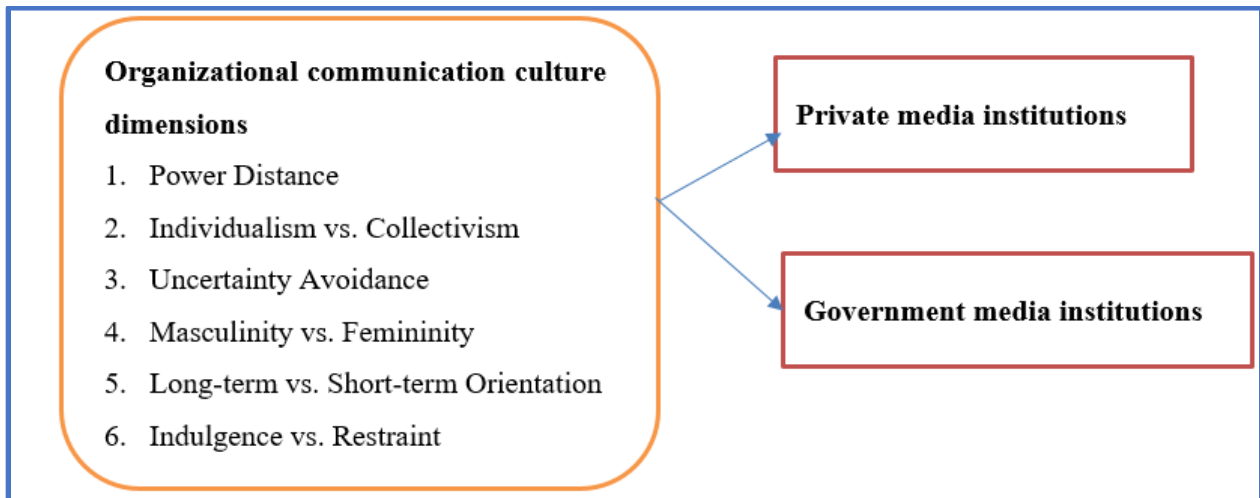
However, despite the wealth of research in this domain, there exists a significant knowledge gap when it comes to understanding the organizational communication culture within private and public media institutions in Ethiopia. To date, there has been no comprehensive exploration of this specific context within the Ethiopian media landscape. This research endeavor seeks to address this critical knowledge gap by conducting a comparative analysis of the organizational communication culture in selected private and public media institutions in Ethiopia. Given the unique sociopolitical and media landscape of Ethiopia, there is a compelling need to investigate the nuanced dynamics and distinctions within these organizations, shedding light on how their communication cultures shape the practice of journalism and media in the country.

This study aims to provide a comprehensive and contextual understanding of the organizational communication culture within Ethiopian private and public media institutions. By conducting a comparative analysis, it seeks to uncover the specific practices, values, and challenges that characterize these organizations in the Ethiopian context. Such insights are not only valuable for academia but also have practical implications for media practitioners, policymakers, and stakeholders who are invested in fostering a conducive environment for media development and ensuring the promotion of freedom of expression within the country. Ultimately, this research endeavor endeavors to contribute to the existing literature on organizational communication culture while filling a notable void in the understanding of Ethiopian media institutions.

2.9. Conceptual framework of the study

The conceptual framework of the study incorporates key variables drawn from the insights of Edward Hall and Geert Hofstede to measure organizational communication culture. These variables include high-context versus low-context communication, power distance, individualism versus collectivism, uncertainty avoidance, masculinity versus femininity, long-term versus short-term orientation, and indulgence versus restraint.

By integrating these dimensions into the framework, researchers aim to comprehensively assess how cultural values and norms shape communication patterns, decision-making processes, and organizational dynamics within diverse organizational contexts, providing valuable insights for understanding and managing communication challenges in today's globalized and multicultural environments.



Source: adopted from Hofstede, 1980

Figure 1: Conceptual framework of the study

Variable	Definition
Power Distance	The extent to which less powerful members of organizations accept and expect unequal distributions of power, reflecting the degree of hierarchy and authority.
Individualism vs. Collectivism	The degree to which individuals prioritize personal goals and independence (individualism) versus group cohesion and interdependence (collectivism).
Uncertainty Avoidance	The extent to which members of an organization are comfortable with ambiguity, uncertainty, and risk, reflecting the organization's tolerance for uncertainty.
Masculinity vs. Femininity	The extent to which organizational values emphasize assertiveness, competition, and achievement (masculinity) versus nurturing, cooperation, and quality of life (femininity).
Long-term vs. Short-term Orientation	The extent to which organizational values prioritize future-oriented planning, persistence, and thriftiness (long-term orientation) versus present-oriented gratification and tradition (short-term orientation).
Indulgence vs. Restraint	The extent to which organizational members indulge in gratification of their desires and impulses versus exercising restraint.

CHAPTER THREE

3. RESEARCH METHEDODOLOGY

3.1. Research design

This research has employed a comparative research design as its foundational methodology. In the research design described, a comparative research approach is chosen to systematically explore and compare organizational communication cultures between private and public media institutions in Ethiopia. While both comparative research and mixed methods research involve comparing different groups or conditions, they differ in their primary focus and methodology. Comparative research primarily aims to identify similarities and differences between two or more groups or entities, often using quantitative or qualitative methods to analyze data collected from these groups (Bryman, 2016). On the other hand, mixed methods research integrates both quantitative and qualitative approaches within a single study to provide a more comprehensive understanding of the research problem (Creswell & Plano Clark, 2018).

Thus, the decision to utilize a comparative research design is appropriate as it aligns with the specific aim of comparing organizational communication cultures between private and public media institutions in Ethiopia. The focus is on systematically examining differences and similarities in communication practices, structures, and norms between these two types of organizations. Therefore, the comparative research design provides a suitable framework for achieving the research objectives outlined.

3.2. Research approach

This study has adopted a mixed research approach to comprehensively investigate the organizational communication culture within private and government media institutions in Ethiopia. Mixed methods research combines qualitative and quantitative research methods within a single study to provide a more holistic understanding of the research problem (Creswell & Plano Clark, 2018). By integrating both qualitative and quantitative data collection and analysis techniques, this approach allows researchers to gain deeper insights into the complexities of organizational communication culture, capturing both the breadth and depth of the phenomenon under study. Additionally, MMR enables researchers to triangulate findings from multiple

sources, enhancing the validity and reliability of the research outcomes (Johnson et al., 2007). In the context of this study, employing a mixed research approach has facilitated a comprehensive exploration of the communication practices, norms, and dynamics within private and government media institutions in Ethiopia, offering valuable insights for organizational management, policy development, and future research endeavors.

3.3. Study population

The study population for this research, focused on the organizational communication culture within private and public media institutions in Ethiopia, is both diverse and representative of the complexities within the country's media landscape. This population encompasses five private media organizations (EBS TV, Arts TV, Nahoo TV, Abay TV and Asham TV) and two (2) government media organizations (EBC TV and FANA TV), each playing a unique role in shaping the communication culture in Ethiopia.

3.4. Sample size and Sampling technique

The research has employed a multistage sampling approach to ensure a representative sample from the target population. Initially, a purposive selection was made, identifying five private and two public media organizations as the primary units of study. This purposive selection takes into consideration the diversity and significance of these media entities within the Ethiopian context and respective staff member. The private institutions were selected in larger numbers because they generally have fewer employees compared to government-owned ones. This helps to avoid bias when comparing mean scores between groups using the independent sample t-test.

Subsequently, the number of participants within each selected media organization has determined using a random sampling technique. This approach ensures that the selection of individual participants within these organizations is unbiased and random, contributing to the overall representativeness of the sample.

Thus, the sample size, a critical determinant in the reliability of research findings, represents the number of participants selected from a population to provide meaningful insights. It balances the need for statistical precision with practical constraints, influencing the study's ability to detect

significant effects or relationships. The formula for determining the sample size when the population is known is given by yemane(1967) formula:

$$n = \frac{N}{1+N(e^2)}$$

Where:

n is the sample size.

N is the total population size.

e is the desired level of precision (expressed as a proportion of 1).

Assuming a confidence level of 95% and a margin of error (precision) of 5% (0.05), and let's calculate the sample size as below;

$$n = \frac{2224}{1 + 2224(0.005)^2}$$

n= 339

Therefore, the calculated sample size for the total population of 2224 is approximately **339** and the stud had 339 respondents.

Table 1: proportions of the total population represented in percentages

Media Institutions		Population Size	Percentage (%)	Sample Size (Approx.)
Government	EBC	1645+	58.33%	198
	FANA	300+	10.64%	36
Private	EBS TV	255+	9.04%	31
	Arts TV	184	6.52%	22
	Nahoo TV	160	5.67%	19
	Abay TV	154	5.46%	19
	Asham TV	123	4.36%	15
	Total	2224	100%	339

3.5. Data collection tools

The data collection tools for this study on organizational communication culture within private and public media institutions in Ethiopia were encompassed a range of methods to gather both quantitative and qualitative data.

I. Questionnaires

The questionnaire was structured to gather quantitative data aligning with Hofstede's Cultural Dimensions Theory. Each item have carefully crafted to measure one of the six cultural dimensions, such as Power Distance Index, Collectivism vs. Individualism, Uncertainty Avoidance Index, Femininity vs. Masculinity, Short-Term vs. Long-Term Orientation, and Restraint vs. Indulgence. Items were featured close-ended questions utilizing a Likert scale format, allowing respondents to indicate their level of agreement or disagreement with specific statements. Prior to administration, the questionnaire has undergone adaptation and preparation, ensuring clarity and relevance to the target population of employees within selected media organizations. The questionnaire has administered through email, online survey platforms, or paper-based formats, and collected responses has undergone statistical analysis to interpret the cultural dimensions prevalent within the organizations.

II. Interview

Semi-structured interview guides have developed to conduct qualitative interviews with key stakeholders, including employees, managers, and leaders within the media institutions. These guides has contained a set of open-ended questions and prompts to explore in-depth insights into communication norms, values, challenges, and experiences.

3.6. Method of data analysis

The data analysis for this study, grounded in a mixed-methods research approach, encompasses a comparative research design involving both qualitative and quantitative data. After collecting data through interviews and questionnaires from staff members of selected private and public media institutions in Ethiopia, the information has been meticulously coded and prepared for analysis. The utilization of IBM SPSS Version 26, a statistical software package, facilitates the

quantitative aspect of the analysis. Specifically, independent sample test has applied to compare the organizational communication culture between these media institutions. This research design, guided by a multi stage sampling technique that selects participants from both sectors, yields a sample size determined through the central limit theorem formula to ensure adequate representation.

3.6.1. Independent sample test

The overarching aim of this study was to delve into the intricacies of communication cultures prevalent within both private and government-affiliated media organizations in Ethiopia. To achieve this objective, the study adopted an analytical approach, leveraging the independent sample test methodology. By employing this statistical tool, the research has compared key aspects of organizational communication cultures across the two types of media entities. Through the independent sample test, the study seeks to unearth potential disparities in communication norms, practices, and values between private and government media organizations, shedding light on how organizational structures, editorial policies, and external influences shape the communication landscape within Ethiopia's media sector.

The utilization of the independent sample test within the study's framework enabled the researcher better statistical analysis, aimed at examined meaningful insights from the collected data. By employing this methodological approach, the research aims to draw statistically sound conclusions regarding the variations in communication cultures observed between private and government media organizations. Through rigorous statistical analysis, the study aspires to contribute empirically grounded findings to the broader discourse on media dynamics in Ethiopia, potentially informing policy discussions and guiding interventions aimed at fostering a more transparent, pluralistic, and inclusive media environment within the country.

3.7. Reliability

Reliability has defined as the consistency and stability of the data collection instrument. To assess reliability, a pilot test was conducted using a sample of respondents from the study population. The same instrument has administered to the participants on two separate occasions to measure the degree of agreement or consistency between the two sets of responses. The

collected data was analyzed using appropriate statistical techniques to determine the reliability coefficient, such as Cronbach's alpha or test-retest reliability. This information has used to evaluate the internal consistency and stability of the instrument and ensure that the data collected is reliable for the study.

Table 2: Reliability analysis of variance

Dimension	Number of items	Cronbach's alpha coefficient
Power Distance Index	4	0.881
Collectivism vs. Individualism	4	0.765
Uncertainty Avoidance Index	4	0.857
Femininity vs. Masculinity	4	0.809
Short-Term vs. Long-Term Orientation	4	0.795
Restraint vs. Indulgence	4	0.822
Overall reliability	24	0.8215

Source: Own survey (2024)

339 questionnaires were distributed among sample respondents from both governmental and private media institutions, with 336 returned and utilized, with a response rate of 99.1%. Questionnaires were prepared using a Likert scale format to gauge respondents' perspectives from "strongly agree" to "strongly disagree."

Therefore, as indicated in the Table 2 above, the Cronbach's Alpha for each individual variable is between 0.881, 0.765, which is very high, showing a very strong internal consistency among the measurement items and the overall reliability is 0.8215 and is very high, and that Signifies greater internal consistency of the instrument.

3.8. Ethical consideration

Ethical considerations are of utmost importance in conducting research to ensure the protection of participants' rights, privacy, and well-being. In this study, several ethical considerations were taken into account. Firstly, informed consent has obtained from all participants before their involvement in the study. They have provided with clear information about the purpose of the research, their rights as participants, and the voluntary nature of their participation. Participants had the freedom to withdraw from the study at any time without facing any negative consequences. Secondly, the confidentiality and anonymity of participants were strictly

maintained. All collected data was treated with the utmost confidentiality, and personal identifiers were removed or coded to ensure the privacy of participants. Only the research team had access to the data, and it has used solely for the purpose of the study.

CHAPTER FOUR

4. RESULT AND DISCUSION

4.1. Introduction

The main purpose of this study was to compare and analyze the communication cultures within selected private and government media organizations in Ethiopia. Thus, the information obtained are summarized and analyzed using descriptive data analysis techniques, which includes tabulation, percentage and mean scores

The chapter is structured into several sections for comprehensive exploration. Section 1 examines the general characteristics of respondents. Section 2 evaluated the comparative analysis of organizational communication cultures between private and government media institutions. Assumptions underlying the independent sample test are outlined, followed by an analysis of interview results. Lastly, Section 3 engages in a thorough discussion of the findings, tried to stated the implications and significance of the research findings.

4.2. General characteristics of the respondents

The study takes 336 questionnaire results for the analysis. The demographic characters include sex, age, educational background and type of respondents.

Table 3: Gender of the respondents

Gender of the respondents				
		Frequency	Percent	Valid Percent
Valid	Female	116	34.5	34.5
	male	220	65.5	65.5
	Total	336	100.0	100.0

The analysis of Table 2 clearly shows the gender distribution among respondents, reveals a notable predominance of male participants, comprising 65.5% of the total sample, while female respondents represent 34.5%. This gender asymmetry within the study cohort underscores a potential gender disparity prevalent within the media landscape of Ethiopia. Such imbalances

may reflect broader societal dynamics, including disparities in access to education, cultural norms, and occupational preferences.

Moreover, these findings enable the necessity for investigating of communication cultures within both private and government media organizations, considering potential gender-related variations in communication styles, leadership dynamics, and workplace environments. Understanding the gender composition of the respondents serves as a crucial lens through which to interpret study outcomes, allowing for the identification of gender-specific implications and considerations in the analysis and interpretation of results.

Table 4: Age of respondents

Age of respondents		Frequency	Percent	Valid Percent
Valid	20-30 years	37	11.0	11.0
	30-40 years	93	27.7	27.7
	40-50 years	126	37.5	37.5
	above 50 years	80	23.8	23.8
	Total	336	100.0	100.0

As briefly shown in Table 3, the age distribution among the respondents involved in the study and it presents a breakdown of participants across different age groups. Thus, the data reveal a notable concentration of respondents within the age ranges of 30-40 years and 40-50 years, comprising 27.7% and 37.5% of the total sample, respectively. This suggests that a significant portion of the study's participants falls within the middle-aged demographic. Moreover, the presence of respondents aged above 50 years, accounting for 23.8% of the total, shows the inclusion of older individuals in the study. The distribution across various age groups signifies a diverse representation, encompassing individuals from different life stages. This diversity in age demographics is pivotal as it enabling the study to analyze the data from varying generational perspectives.

Therefore, understanding the age distribution among respondents serves as a crucial contextual brief for interpreting the study result and stating age distribution in communication cultures within media organizations.

Table 5: Educational background of the respondents

educational background of the respondents				
		Frequency	Percent	Valid Percent
Valid	diploma	6	1.8	1.8
	Degree	218	64.9	64.9
	masters and Above	112	33.3	33.3
	Total	336	100.0	100.0

The educational background of the respondents in your study seems quite diverse, with a majority holding degrees (64.9%), followed by those with master's degrees and above (33.3%), and a smaller portion having diplomas (1.8%). This variety in educational qualifications could provide a wide of perspectives for researcher comparative analysis of communication cultures within private and government media organizations in Ethiopia.

Therefore, when comparing and analyzing communication cultures, it is essential to consider how education levels might influence communication styles, preferences, and approaches within these organizations. For instance, individuals with higher educational qualifications might bring different perspectives or strategies to communication practices compared to those with lower qualifications. Similarly, the organizational structures and dynamics within private and government media organizations may also influence communication cultures, and understanding these differences could provide valuable insights for the study.

Moreover, to effectively compare communication cultures, the study considered conducting interviews, surveys, or observational research within both types of organizations to gather data on communication norms, practices, and perceptions. Analyzing this data in light of the respondents' educational backgrounds could help identify any correlations or patterns between education levels and communication cultures, ultimately contributing to a deeper understanding of the dynamics within media organizations in Ethiopia.

Table 6: Respondents by type of media Organizational

Organizational type				
		Frequency	Percent	Valid Percent
Valid	Government	231	68.8	68.8
	private	105	31.3	31.3
	Total	336	100.0	100.0

As far as Respondents by type of media, Organizational is concerned, the above result from respondents from both government and private media organizations in Ethiopia. The majority of respondents (68.8%) are from government media organizations, while 31.3% are from private media organizations.

This distribution of respondents by organizational type suggests that this study encompasses a broad representation of the media landscape in Ethiopia, including both state-controlled and privately owned entities. Analyzing communication cultures across these different types of organizations can provide valuable insights into how factors such as ownership structure, editorial independence, and government influence may shape communication practices within the media sector.

4.2. Comparative analysis of Organizational communication culture of private and government media institutions

In this study, to compare and analyze the organizational communication cultures within selected private and government media institutions in Ethiopia, the researcher used mean, standard deviation, and independent sample test. Thus, mean (to find the average), standard deviation (to see how much things differ), and independent sample tests (to compare the two groups).

Therefore, the study has tried to evaluate how these organizations communicate and share information differently. It is like zooming in to see what is normal and what stands out in each type of organization. This helps us understand if the differences that spot in communication between private and government media are actually important or just random. Ultimately, by understanding these differences, the study work towards making media more open, efficient, and

fair for everyone in Ethiopia. So, the mean, standard deviation and independent sample test analyzed as below;

4.2.1. Assumptions of independent sample test

Independence of observations

The observations in each group must be independent of each other. This means that the values in one group should not be related to the values in the other group (government and private media). This assumption is generally assumed to be met if the data is collected through random sampling or experimental design. Thus, in this study, visually inspect any patterns or dependencies in the data by examining correlation matrices.

Thus, in this study, the researcher conducted correlation analysis to examine independence of observations of the organizational communication culture dimensions within selected private and government media organizations in Ethiopia. The analysis explored the interplay between various cultural dimensions, including Power Distance Index, Collectivism vs. Individualism, Uncertainty Avoidance Index, Femininity vs. Masculinity, Short-Term vs. Long-Term Orientation, and Restraint vs. Indulgence. The results analyzed on the relationships between these dimensions and provide insights into the complexity of communication cultures within media organizations.

Table 7: correlation matrix

Correlations		Power Distance Index	Collectivism vs. Individualism	Uncertainty Avoidance Index	Femininity vs. Masculinity	Short-Term vs. Long-Term Orientation	Restraint vs. Indulgence
Power Distance Index	Pearson Correlation	1	-.053	.041	.015	-.124*	-.103
	Sig. (2-tailed)		.333	.452	.785	.023	.060
	N	336	336	336	336	336	336
Collectivism vs. Individualism	Pearson Correlation	-.053	1	.005	.010	.007	-.003
	Sig. (2-tailed)	.333		.931	.855	.902	.960
	N	336	336	336	336	336	336
Uncertainty	Pearson	.041	.005	1	.018	-.101	.069

Avoidance Index	Correlation						
	Sig. (2-tailed)	.452	.931		.736	.065	.208
	N	336	336	336	336	336	336
Femininity vs. Masculinity	Pearson Correlation	.015	.010	.018	1	.032	-.050
	Sig. (2-tailed)	.785	.855	.736		.565	.359
	N	336	336	336	336	336	336
Short-Term vs. Long-Term Orientation	Pearson Correlation	-.124*	.007	-.101	.032	1	.164**
	Sig. (2-tailed)	.023	.902	.065	.565		.003
	N	336	336	336	336	336	336
Restraint vs. Indulgence	Pearson Correlation	-.103	-.003	.069	-.050	.164**	1
	Sig. (2-tailed)	.060	.960	.208	.359	.003	
	N	336	336	336	336	336	336
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

As is briefly observed in the above table, to check independent observation test, correlation analysis was conducted on the organizational communication culture dimensions within selected private and government media organizations in Ethiopia. Thus, the result reveals that several interesting insights. Firstly, the correlations between the various cultural dimensions, such as Power Distance Index, Collectivism vs. Individualism, Uncertainty Avoidance Index, Femininity vs. Masculinity, Short-Term vs. Long-Term Orientation, and Restraint vs. Indulgence, provide a glimpse into the interplay between these factors within media organizations. Notably, there are significant correlations observed, particularly between certain dimensions, such as Short-Term vs. Long-Term Orientation and Restraint vs. Indulgence, suggesting that these aspects might influence each other within the organizational communication culture.

However, it is crucial to inform that while correlations can provide valuable insights, they do not necessarily imply causation. Therefore, while the observed correlations offer some understanding of how different communication culture dimensions might relate to each other within media organizations, further investigation is warranted to understand the underlying mechanisms and potential causal relationships.

Additionally, considering the importance of independence of observations in statistical analysis, it is essential to ensure that the data collected for this study meets the assumption of independence, through either random sampling or experimental design, to ensure the reliability and validity of the findings. Generally, this analysis clearly shows the complexity of

communication cultures within media organizations and cleared the need for proceed to interpretations and further research to deepen our understanding of these dynamics.

Normality test

Evaluating the normality of data distributions is crucial for ensuring the validity and reliability of statistical analyses (Field, 2018). Assessing normality allows researchers to determine whether the data conforms to a normal distribution, which is often an assumption underlying many parametric tests (Stevens, 2009). Failing to meet this assumption can lead to inaccurate conclusions and erroneous interpretations of study findings (Tabachnick & Fidell, 2019). By conducting normality tests, researchers can identify potential departures from normality and choose appropriate statistical methods or transformations to mitigate any resulting biases (Pallant, 2016). Moreover, reporting the results of normality assessments enhances transparency and enables readers to gauge the robustness of the analytical procedures employed in the study (Field, 2018).

Therefore, in this study, the One-Sample Kolmogorov-Smirnov Test was utilized to assess the normality of data distributions for each variable under scrutiny as shown in the table below. This statistical test serves to determine whether the data conforms to a normal distribution, a crucial assumption for many analytical techniques. The results, presented in Table 8, display test statistics and associated p-values, aiding in the evaluation of the extent to which the data deviates from normality. A non-significant p-value (typically > 0.05) suggests approximate normality, while a significant p-value (≤ 0.05) indicates deviation. These findings inform the selection of appropriate statistical methods, ensuring the validity of subsequent analyses by addressing the assumption of normality.

Table 8: Normality test

One-Sample Kolmogorov-Smirnov Test							
		Power Distance Index	Collectivism vs. Individualism	Uncertainty Avoidance Index	Femininity vs. Masculinity	Short-Term vs. Long-Term Orientation	Restraint vs. Indulgence
N		336	336	336	336	336	336
Normal Parameters ^{a,b}	Mean	3.0646	3.0881	3.1556	2.9859	3.1164	3.1250
	Std. Deviation	.91850	.86537	.94767	.96791	.98076	.95336
Most Extreme Differences	Absolute	.065	.061	.076	.105	.086	.076
	Positive	.065	.059	.051	.105	.086	.076
	Negative	-.063	-.061	-.076	-.074	-.069	-.069
Test Statistic		.065	.061	.076	.105	.086	.076
Asymp. Sig. (2-tailed)		.001 ^c	.005 ^c	.000 ^c	.000 ^c	.000 ^c	.000 ^c
a. Test distribution is Normal.							
b. Calculated from data.							
c. Lilliefors Significance Correction.							

As shown in the above table, Statistical Tests, Shapiro-Wilk Test was used to check normality of the data distribution. This test assesses whether a sample comes from a normally distributed population. A significant p-value indicates departure from normality.

The table presents the results of a normality test conducted using the One-Sample Kolmogorov-Smirnov Test for six variables related to cultural dimensions. With a sample size of 336 for each variable, the test statistics and corresponding p-values indicate a departure from normality, as all p-values (Asymp. Sig.) are below the typical significance threshold of 0.05. This suggests that the data for the Power Distance Index, Collectivism vs. Individualism, Uncertainty Avoidance Index, Femininity vs. Masculinity, Short-Term vs. Long-Term Orientation, and Restraint vs. Indulgence do not adhere to a normal distribution. Hence, caution is advised when making statistical inferences and alternative methods such as non-parametric tests or transformations should be considered for further analysis.

4.2.2. Analysis of mean differences and Standard deviations

In this section, the study result presented the analysis of mean differences and standard deviations between private and government media institutions. Table 9 presents the results of this comparative analysis, showcasing the mean scores and standard deviations for various variables across the two types of organizations. This analysis provides valuable insights into potential differences in organizational communication cultures between private and government media institutions, offering a nuanced understanding of the unique dynamics within each sector. By examining mean differences and standard deviations, the study analyzed patterns and variations that may contribute to different communication cultures within these organizational experience.

Table 9: analysis of mean differences between groups

Group Statistics					
Dimensions of organizational communication culture	organizational type	N	Mean	Std. Deviation	Std. Error Mean
Power Distance Index	Government	231	2.9622	.91411	.06014
	private	105	3.2899	.89165	.08702
Collectivism vs. Individualism	Government	231	3.1752	.86069	.05663
	private	105	2.8965	.84855	.08281
Uncertainty Avoidance Index	Government	231	3.0698	.96392	.06342
	private	105	3.3445	.88636	.08650
Femininity vs. Masculinity	Government	231	2.9349	.94393	.06211
	private	105	3.0982	1.01426	.09898
Short-Term vs. Long-Term Orientation	Government	231	3.1398	.96034	.06319
	private	105	3.0648	1.02706	.10023
Restraint vs. Indulgence	Government	231	3.2166	.96904	.06376
	private	105	2.9234	.88957	.08681

As shown in the table above, it presents the mean differences between private and government media organizations in Ethiopia across various dimensions of organizational communication culture, aligning with the overarching objective of the study.

Firstly, regarding to the Power Distance Index, it could be evidence that private media organizations exhibit a significantly higher mean score (3.2899) compared to government counterparts (2.9622), indicating a greater acceptance of hierarchical structures within private

entities. This suggests potential differences in leadership styles and organizational structures between the two types of media organizations, with implications for decision-making processes and employee engagement.

In addition, as far as the dimension of Collectivism vs. Individualism concerned, government media organizations demonstrate a higher mean score (3.1752) than private media organizations (2.8965). This suggests that government entities tend to prioritize collective goals and values over individual interests largely, potentially fostering a sense of teamwork and cohesion within these organizations. However, private media organizations may place a stronger emphasis on individual autonomy and achievement, influencing their organizational dynamics and employee relationships as far as organizational communication culture is concerned.

Moreover, In terms of the Uncertainty Avoidance Index, private media organizations exhibit a higher mean score (3.3445) compared to government owned media institutions (3.0698), implies that there is a greater avoidance to uncertainty and a preference for structured environments within private entities. This finding suggests that there is potential differences in risk-taking behaviors and adaptability between the two types of media organizations, which can affect their response to change and innovation efforts in the dynamic media landscape of Ethiopia.

Finally, in analyzing the organizational communication culture dimension of Restraint vs. Indulgence, government media organizations (institution) demonstrate a higher mean score (3.2166) compared to private media organizations (2.9234). This suggests that government entities may prioritize restraint and self-discipline over allowing enjoying or experiencing organizational communication and gratification, potentially influencing organizational norms and practices related to work-life balance and employee well-being.

Generally, based on the above-analyzed data, the study findings revealed that there are clear differences in organizational communication cultures between private and government media organizations in Ethiopia, highlighting the need for long-term clear strategies to address these variations and foster effective collaboration and performance within the media sector.

The results from the table comparing private and government media organizations in Ethiopia reveal distinct differences in organizational communication cultures across multiple dimensions.

Private media entities exhibit higher scores in Power Distance Index and Uncertainty Avoidance Index, suggesting a greater acceptance of hierarchical structures and a preference for structured environments. Conversely, government-owned media organizations score higher in Collectivism vs. Individualism and Restraint vs. Indulgence, indicating a prioritization of collective goals, teamwork, and restraint. These findings imply divergent leadership styles, decision-making processes, and approaches to risk and innovation between the two sectors. Addressing these variations is crucial for fostering effective collaboration and performance within Ethiopia's media sector, necessitating long-term strategies to bridge these cultural gaps and promote organizational cohesion and adaptability.

4.2.3. Analysis of Independent Samples Test

In this section, the study conducted an analysis of independent samples test to compare the organizational communication culture between private and government media institutions. Table 10 clearly presented the results of this comparative analysis, focusing on mean differences between the two groups. By employing independent samples test, the study aimed to ascertain whether significant differences exist in organizational communication culture dimensions between private and government media institutions. This examination contributes to a deeper understanding of how organizational structures and contexts may influence communication dynamics within the media sector, shedding light on potential disparities and areas for improvement in both private and government settings.

Table 10: Analysis of Independent Samples Test

Independent Samples Test							
Dimensions of organizational communication culture		t-test for Equality of Means					
		t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Power Distance Index	Equal variances assumed	-3.069	334	.002	-.32771	-.53774	-.11768
	Equal variances not assumed	-3.098	205.858	.002	-.32771	-.53626	-.11916
Collectivism vs. Individualism	Equal variances assumed	2.763	334	.006	.27870	.08030	.47710
	Equal variances not assumed	2.778	203.857	.006	.27870	.08090	.47650
Uncertainty Avoidance Index	Equal variances assumed	-2.482	334	.014	-.27475	-.49248	-.05701
	Equal variances not assumed	-2.562	217.454	.011	-.27475	-.48615	-.06335
Femininity vs. Masculinity	Equal variances assumed	-1.436	334	.152	-.16332	-.38706	.06042
	Equal variances not assumed	-1.398	188.776	.164	-.16332	-.39383	.06718
Short-Term vs. Long-Term Orientation	Equal variances assumed	.650	334	.516	.07505	-.15221	.30231
	Equal variances not assumed	.633	189.550	.527	.07505	-.15867	.30877
Restraint vs. Indulgence	Equal variances assumed	2.636	334	.009	.29320	.07441	.51199
	Equal variances not assumed	2.722	217.797	.007	.29320	.08091	.50549

The above table presents the results of the independent samples t-test, specifically comparing different organizational communication culture dimensions between private and government media institutions in Ethiopia. The test used Welch's t-test, indicated by the "Equal variances not assumed" section, which is suitable for cases where the variances between the groups are unequal.

For each cultural dimension tested, the table provides the t-value, degrees of freedom (df), and the significance level (Sig. or p-value). The "Mean Difference" column shows the average

difference between private and government media institutions in Ethiopian on each dimension, along with the 95% confidence interval of this difference.

Thus, in interpreting these results, the study has checked the significance level (p-value). A significance level below 0.05 suggests that there is a statistically significant difference between private and government media institutions in Ethiopia regarding that particular organizational communication culture dimensions.

As shown above in table 9, concerning the Power Distance Index, the significance level is 0.002, indicating a significant difference between the two types of private and government media institutions in Ethiopia. Similarly, significant differences are observed in Collectivism vs. Individualism, Uncertainty Avoidance Index, and Restraint vs. Indulgence.

However, for Femininity vs. Masculinity and Short-Term vs. Long-Term Orientation, the significance levels are higher (0.164 and 0.527, respectively), suggesting no significant differences between private and government media organizations regarding these dimensions.

These findings implies that private and government media institutions in Ethiopia exhibit significant variations in certain organizational communication culture dimensions, potentially influencing communication practices and organizational dynamics. Understanding these differences can inform strategies for effective communication and collaboration within and between media institutions in Ethiopia, contributing to improved performance and effective organizational communication outcomes. Further research and practical interventions may be necessary to address specific challenges and leverage the strengths associated with each cultural dimension in the Ethiopian media landscape.

To sum up, the table above presents findings from an analysis comparing organizational communication culture dimensions between private and government media organizations in Ethiopia using Welch's t-test, suitable for unequal variances. Significant differences were found in Power Distance Index, Collectivism vs. Individualism, Uncertainty Avoidance Index, and Restraint vs. Indulgence, indicating varied organizational communication cultures between the two types of media entities.

However, no significant disparities were observed in Femininity vs. Masculinity and Short-Term vs. Long-Term Orientation. These results revealed that there is a significance differences in cultural orientations that may affect communication practices and organizational dynamics within Ethiopia's media landscape, underscoring the importance of understanding and addressing these variations for effective collaboration and performance improvement.

For better discussion, the table presents findings from an analysis comparing organizational communication culture dimensions between private and government media organizations in Ethiopia, using Welch's t-test to account for unequal variances. Significant differences were observed in Power Distance Index, Collectivism vs. Individualism, Uncertainty Avoidance Index, and Restraint vs. Indulgence, indicating varied cultural orientations that may influence communication practices and organizational dynamics. However, no significant disparities were found in Femininity vs. Masculinity and Short-Term vs. Long-Term Orientation. These results underscore the need to understand and address these cultural variations for effective collaboration and performance improvement within Ethiopia's media landscape, informing strategies for better organizational communication outcomes.

4.3. Analysis of Interview results

The general objective of this study was to compare and analyze the communication cultures within selected private and government media organizations in Ethiopia.

The first aim of the study interview was to assess the dynamics of power within a media organization can significantly influence its operations, culture, and output. Understanding how decisions are made and who holds authority is crucial for grasping the organization's structure and functioning.

From the study interview participant, 32 years old journalist from private media institution explained that the power dynamics in the organization are streamlined in accordance with the established procedures designed and set in place to handle the situations as they come along. Every major organizational, administrative, and programmatic decisions are made strictly adhering to the guidelines; and in as much as possible, and operationally feasible, the decision-making processes are handled by involving the senior management at all levels. Such directions

are used unless in situations where a quick decision is required that would not have a policy implication, in which case, the executive of the organizations take them and elaborate with the executive management later.

This response outlines a hierarchical decision-making structure within the private media organization. Decision-making appears to be guided by established procedures, likely designed to ensure consistency and accountability. The involvement of senior management at all levels suggests a consultative approach to decision-making, allowing for input from experienced individuals throughout the organization. However, the mention of executives making quick decisions without full involvement of management indicates a potential for top-down decision-making in urgent situations.

The interview highlights a structured approach to decision-making within the private media organization, emphasizing adherence to established procedures and the involvement of senior management. While this approach can promote consistency and accountability, the potential for quick decisions by executives raises questions about inclusivity and transparency in decision-making processes, particularly in urgent situations. Further exploration of how decisions are communicated and implemented could provide insights into the organization's overall effectiveness and adaptability

In addition, an interview with a 40-year-old Public Relations representative from a government media institution:

"In my organization, the overall workflow is done based on a well-identified decision-making process. The role of leaders is also clearly stated and known for all, with each task clearly assigned to individuals and supervised."

The interviewee emphasizes a structured and organized approach to decision-making within the government media institution. The existence of a well-identified decision-making process suggests that procedures and protocols are in place to guide how decisions are made. Additionally, the clear delineation of leadership roles indicates a hierarchical structure where responsibilities are defined and understood by all members of the organization. The mention of tasks being assigned to individuals and supervised implies a system of accountability and oversight to ensure that work is completed efficiently and effectively.

The interviewee's description highlights the importance of structure and clarity within the decision-making processes and leadership roles of the government media institution. A well-defined decision-making process can promote consistency and efficiency, while clearly stated leadership roles help establish accountability and direction within the organization. This structured approach may contribute to the institution's ability to effectively fulfill its mandate and serve its audience. However, further exploration could reveal how decisions are made within this framework and the level of inclusivity and transparency in the process.

The study has tried to Understand how a media organization balances collective teamwork and collaboration with individual achievements and initiatives sheds light on its organizational culture and values. This interview excerpt delves into the approach taken by a government media institution in prioritizing teamwork over individual contributions.

Response from an interview with a 38-year-old Communication Officer from a government media institution:

"Except in situations that explicitly and justifiably require acknowledgment and recognition; and, at times, rewards to individual achievements and initiatives; the organization has it as a principal policy to prioritize teamwork, collaborative efforts, and joint initiatives over individual contributions. Every effort is always exerted to ensure the balance between the two approaches."

The interviewee outlines a policy within the government media institution that prioritizes teamwork, collaborative efforts, and joint initiatives over individual contributions. However, they acknowledge that there are situations where individual achievements and initiatives warrant acknowledgment, recognition, and sometimes rewards. The organization strives to strike a balance between recognizing individual efforts and fostering a culture of collective teamwork.

Thus, the interviewee's response confirmed that the government media institution's commitment to fostering a culture of collaboration and teamwork while still recognizing and rewarding individual achievements when appropriate. This approach can help harness the collective talents and resources of the organization towards common goals while also valuing the contributions of individual employees. Striking a balance between these two approaches is crucial for maintaining morale, motivation, and overall effectiveness within the organization. Further

exploration could reveal specific strategies and initiatives implemented to promote teamwork and recognize individual contributions within this framework.

Moreover, Excerpt from an interview with a 45-year-old private media manager:

"While individual achievements or initiatives may be acknowledged and rewarded in certain justified situations, the overarching policy of the media organization is to prioritize collective teamwork and collaboration. This emphasis on teamwork is a fundamental principle guiding the organization's operations, where joint initiatives are valued over individual contributions. Efforts are made to strike a balance between recognizing individual efforts when appropriate and fostering a collaborative environment where team achievements are celebrated and encouraged. This approach reflects the organization's commitment to fostering a cohesive and unified working environment where shared goals and collective efforts are paramount."

The private media manager emphasizes the organization's overarching policy of prioritizing collective teamwork and collaboration. While individual achievements may be acknowledged and rewarded in certain circumstances, the fundamental principle guiding the organization's operations is the value placed on joint initiatives over individual contributions. There is a deliberate effort to strike a balance between recognizing individual efforts when appropriate and fostering a collaborative environment where team achievements are celebrated and encouraged.

Therefore, The private media manager's response underscores the organization's commitment to fostering a collaborative and unified working environment where shared goals and collective efforts are paramount. By prioritizing teamwork over individual contributions, the organization aims to leverage the collective talents and resources of its employees towards common objectives. This approach reflects a strategic focus on building a cohesive team culture while still valuing and acknowledging individual achievements when warranted. Further exploration could reveal specific strategies and practices implemented to promote collaboration and balance individual and team recognition within the organization.

The third aim of the study was Navigating the dynamic and unpredictable nature of the media landscape requires media organizations to adopt proactive strategies for dealing with change. This interview excerpt provides insights into how a private media institution responds to

uncertainty and volatility in the media landscape, emphasizing proactive planning and adaptability.

Responses from an interviewee with a 35-year-old news anchor from a private media institution:

"One of the ways the organization deals with changing situations and unpredictable occurrences in the media landscape is trying, in as much as possible, to plan to be ready to adapt to new situations, however understandably unpredictable they may have been from the outset. Nevertheless, that would not necessarily mean the organization gets caught off-guard in some unique situations particularly in view of the inherent volatility of the media landscape. In such cases, every incident is dealt with on a case-by-case basis through intense deliberations involving the executive management and major decision-makers at higher levels."

The news anchor describes the private media institution's approach to dealing with change and unpredictability in the media landscape. The organization strives to proactively plan and prepare for potential shifts, even if they are initially unpredictable. However, it acknowledges the inherent volatility of the media landscape and the possibility of unexpected circumstances arising. In such cases, the organization responds on a case-by-case basis through intense deliberations involving executive management and key decision-makers at higher levels.

The interviewee's response highlights the private media institution's proactive approach to addressing uncertainty and volatility in the media landscape. By prioritizing proactive planning and adaptability, the organization aims to remain agile and responsive to emerging situations. This approach reflects a strategic mindset focused on anticipating and preparing for potential changes, while also recognizing the need to address unique challenges as they arise. Effective communication practices likely play a crucial role in facilitating collaboration and decision-making within the organization, ensuring that information is disseminated promptly and transparently to internal and external stakeholders. Further exploration could reveal specific strategies and initiatives implemented by the organization to enhance its ability to navigate the evolving media landscape effectively.

Information from an interview with a 46-year-old producer from a government media institution:

"The government media institution's proactive approach to navigating the dynamic and evolving media landscape is fostered by a organizational communication culture of adaptability and

awareness among employees. By instructing employees to remain vigilant and informed about changes in the media environment, the institution demonstrates a commitment to staying abreast of emerging trends and challenges. This emphasis on continuous learning and adaptation is reflected in communication practices, where employees are likely encouraged to disseminate timely and relevant information, engage with diverse audiences, and leverage innovative platforms and technologies to maintain relevance and effectiveness amidst uncertainty and change. Such proactive measures not only enable the organization to respond quickly to evolving media dynamics but also foster resilience and flexibility, ensuring its continued relevance and impact in a rapidly transforming media ecosystem."

The producer describes how the government media institution fosters a proactive approach to navigating the media landscape through a culture of adaptability and awareness among employees. The institution emphasizes the importance of employees remaining vigilant and informed about changes in the media environment, demonstrating a commitment to staying abreast of emerging trends and challenges. This emphasis on continuous learning and adaptation is reflected in communication practices, where employees are encouraged to disseminate timely information, engage with diverse audiences, and leverage innovative platforms and technologies.

The producer's response highlights the government media institution's proactive efforts to remain relevant and effective in the face of uncertainty and change in the media landscape. By fostering a culture of adaptability and awareness among employees, the institution ensures that its workforce is equipped to respond quickly and effectively to evolving dynamics. This emphasis on continuous learning and adaptation is reflected in communication practices that prioritize timely information dissemination, audience engagement, and innovation. Such proactive measures not only enable the organization to navigate the challenges of the rapidly transforming media ecosystem but also foster resilience and flexibility, ensuring its continued relevance and impact. Further exploration could reveal specific strategies and initiatives implemented by the institution to promote organizational communication culture and enhance adaptability among employees.

The fourth aim of the interview was to Gender-related communication cultural values and norms within a media organization can significantly influence interactions and decision-making processes. This interview excerpt provides insights into how private and government media

institutions address gender sensitivity, equality, and representation, as well as the perceived absence of gender-specific guidelines or biases in decision-making within a government media organization.

Therefore, Private Media Institution (39 years old): "The organization communicates in line with established norms, particularly regarding gender sensitivity, equality, and protection. It has an uncompromising policy to adhere to internationally recognized practices, including access and equity, reporting mechanisms, and procedures to address gender-related cultural values and norms."

Private Media Institution (43 years old): "The organization relentlessly pursues gender equity, with the current workforce standing at 3-1. It aims to reach parity in a year or two."

Government Media Institution (48 years old): "There is a perceived absence of gender-specific guidelines or biases in decision-making processes within our media organization. This lack of discernible gender-related cultural values or norms may indicate a workplace culture that strives for gender neutrality and equality, fostering an environment where decisions are based on merit and competency rather than gender."

The private media institutions prioritize adherence to internationally recognized norms and practices related to gender sensitivity, equality, and protection. They have policies in place to ensure access and equity, as well as reporting mechanisms to address gender-related issues effectively. Additionally, they actively pursue gender equity in their workforce, aiming to achieve parity in the near future.

In contrast, the government media institution perceives an absence of gender-specific guidelines or biases in its decision-making processes. This suggests a workplace culture that values gender neutrality and equality, prioritizing merit and competency in decision-making over gender considerations.

Generally, the responses from both private and government media institutions reflect a commitment to promoting gender sensitivity, equality, and representation within their organizations. The private media institutions have established policies and initiatives aimed at ensuring access, equity, and gender balance in their workforce, while the government media institution emphasizes a culture of gender neutrality and merit-based decision-making.

While these efforts are commendable, it's essential to recognize that achieving true gender equality requires ongoing vigilance and efforts to address implicit biases and systemic inequalities that may persist within organizations. Both overt and subtle forms of gender discrimination can undermine the inclusivity and effectiveness of workplace environments. Continued emphasis on diversity, equity, and inclusion initiatives can help media organizations create environments where all individuals, regardless of gender identity, feel valued, respected, and empowered to contribute to their fullest potential.

The fifth objective of the interview in the study was to assess how media institutions are balancing short-term objectives with long-term goals is essential for effective communication strategies and decision-making processes within media organizations. This interview excerpt provides insights into how both government and private media hosts approach this balancing act, emphasizing systematic approaches and strategic alignment.

Key informants response from interviews with government and private media hosts:

Government Media Hosts (41 years old and 37 years old): "The organization employs a systematic approach to balancing short-term objectives and long-term goals in organizational communication strategies and decision-making processes. By emphasizing continuous monitoring and control measures, the organization strives to ensure alignment with predetermined timelines and objectives, facilitating both short-term progress and long-term sustainability. This proactive approach enables the organization to adapt its communication efficient and effective strategies and decision-making processes dynamically, optimizing resource allocation, maximizing outcomes while remaining attentive to both immediate needs, and overarching strategic objectives. Such a balanced approach clearly shows the organization's commitment to strategic foresight and responsiveness, facilitating agility and resilience in navigating the evolving media landscape and achieving enduring success."

Private Media Hosts (37 years old): "The balancing task of long-term and short-term objectives and goals primarily rests in considering which goals or objectives should fall into which term. Long-term objectives and goals are incorporated into the 3-year strategic plan, while short-term objectives and goals are integrated into quarterly, bi-annual, yearly, and operational plans. Each plan, objective, or goal undergoes strict evaluation against its strategic (long-term) or operational (short-term) functionality and merit. Accordingly, every communication strategy or

operational guideline is communicated with pertinent functionaries at all levels: mid-level management, executive management, policy directors, and shareholders."

As it is briefly explained above, both government and private media hosts describe systematic approaches to balancing short-term objectives and long-term goals within their organizations. The government hosts emphasize continuous monitoring and control measures to ensure alignment with predetermined timelines and objectives, facilitating adaptability and responsiveness in communication strategies and decision-making processes. The private host highlights the integration of long-term goals into the strategic plan and short-term goals into operational plans, with each plan evaluated based on its strategic or operational merit.

So, the responses from both government and private media hosts underscore the importance of strategic alignment and systematic approaches in balancing short-term objectives with long-term goals. By integrating long-term objectives into strategic plans and short-term objectives into operational plans, organizations can ensure that communication strategies and decision-making processes are aligned with overarching strategic objectives. Continuous monitoring and evaluation further enable organizations to adapt dynamically to changing circumstances while optimizing resource allocation and maximizing outcomes. Such balanced approaches demonstrate a commitment to strategic foresight and responsiveness, facilitating agility and resilience in navigating the evolving media landscape and achieving enduring success.

The last interview question was understanding the communication status of private and government media institutions in Ethiopia concerning Restraint versus Indulgence provides insights into organizational culture and employee satisfaction. This interview excerpt offers perspectives from a private media communication agent and a government media analyst on how their respective institutions address work-life balance and employee well-being.

Excerpt from interviews with a private media communication agent (30 years old) and a government media analyst (37 years old):

Private Media Communication Agent (30 years old): "The availability of situations that promote work-life balance and satisfaction are always critical factors for ensuring effectiveness through streamlined, yet accommodative organizational culture. While, admittedly, a lot remains to be done in that regard, the organization strives to let employees gain spirits of allegiance and sense

of belongingness to the company and the duties they are entrusted with. This includes, availing affordable amenities, group interaction, staff retreats and complementary leisure accommodations to the staff and their families."

Government Media Analyst (37 years old): "Competitive remuneration packages are also set in place not just to keep the staff motivated, but more so, that is, supported to sustain acceptable living standards."

As states from the above response, the private media communication agent emphasizes the importance of promoting work-life balance and satisfaction within the organization's culture. They acknowledge ongoing efforts to improve in this regard and highlight initiatives such as affordable amenities, group interaction, staff retreats, and leisure accommodations for employees and their families. These efforts aim to foster a sense of allegiance and belongingness among employees.

The government media analyst underscores the significance of competitive remuneration packages to motivate staff and support acceptable living standards. This suggests a focus on providing financial incentives to ensure employee satisfaction and well-being.

The above analysis implies that the responses from both the private media communication agent and the government media analyst reflect efforts within their respective institutions to address employee well-being and satisfaction. The private media institution prioritizes work-life balance and organizational culture, offering amenities and leisure accommodations to promote employee allegiance and belongingness. In contrast, the government media institution emphasizes competitive remuneration packages to support employees' living standards and maintain motivation.

These findings suggest a complex approach to Restraint versus Indulgence communication status within private and government media institutions in Ethiopia. While the private sector focuses on creating a supportive and accommodating organizational culture, the government sector leans towards providing tangible benefits to ensure employee satisfaction. Both approaches contribute to fostering positive working environments and may impact organizational effectiveness and employee retention.

Generally, the study analyzed through interview, organizational communication cultures of private and government media organizations in Ethiopia. Private media organizations emphasized structured decision-making processes and involvement of senior management at all levels. They also prioritized collective teamwork and collaboration over individual achievements. Private media institutions demonstrated adaptability to uncertainty and change through proactive planning and intense deliberations. Gender-related cultural values and norms focused on gender sensitivity, equality, and protection. Organizations aimed to achieve gender equity in their workforce. Balancing short-term objectives and long-term goals involved systematic approaches and decision-making processes.

4.4. Discussions

This study has tried to analyze and compare the organizational communication cultures of private and government media institutions in Ethiopia, revealing significant disparities across various dimensions. Our primary data analysis uncovered distinctive patterns that shed light on the operational frameworks and cultural norms prevalent in these sectors.

Regarding to Hierarchical Structures and Power Dynamics, Private media organizations demonstrated a notable inclination towards hierarchical structures, as evidenced by their higher scores in the Power Distance Index. This suggests a greater acceptance of authority and centralized decision-making processes within private media entities compared to their government counterparts. The study findings align with previous research indicating that private organizations often exhibit stronger hierarchical tendencies, potentially impacting leadership styles and employee engagement dynamics.

As far as Collectivism vs. Individualism concerned , Government-owned media organizations exhibited a stronger emphasis on collectivism, prioritizing collective goals and values over individual interests. This finding highlights the prevalence of teamwork and shared objectives within government media entities, indicative of a cohesive organizational culture. While private media also value teamwork, the disparity suggests potential variations in how collective goals are prioritized and integrated into decision-making processes. Understanding these cultural nuances is crucial for fostering collaboration and aligning organizational objectives with broader societal goals.

In addition, Private media organizations demonstrated a higher inclination towards avoiding uncertainty compared to government-owned media institutions. This preference for structured environments implies a cautious approach to risk-taking and a greater emphasis on stability within private media entities.

In contrast, government media organizations may exhibit greater adaptability and openness to change, reflecting their capacity to navigate complex and dynamic media landscapes. The observed differences underscore the importance of flexibility and innovation in addressing evolving challenges within the media sector.

Further, the study analysis revealed no significant disparity between private and government media organizations concerning gender-related communication culture dimensions. Both sectors exhibited similar orientations towards femininity versus masculinity, indicating a shared commitment to gender equality and inclusivity. While this finding contrasts with some existing literature, it underscores the progress made in promoting gender-sensitive practices within Ethiopia's media sector. Nonetheless, ongoing efforts are necessary to address implicit biases and foster an inclusive organizational culture that empowers individuals regardless of gender.

And also, the study analyzed that government media organizations prioritized restraint and self-discipline over indulgence compared to private media institutions. This preference for moderation suggests a disciplined approach to work-life balance and gratification within government media entities. In contrast, private media may exhibit a more relaxed attitude towards gratification, potentially reflecting diverse organizational cultures and management philosophies. Understanding these differences can inform strategies to promote employee well-being and organizational resilience across both sectors.

Consistency of this study result with Existing Literature

While this study findings align with some existing research on organizational communication cultures, such as the prevalence of hierarchical structures in private organizations, they also offer unique insights into the Ethiopian media experiences and status. The observed disparities resulted the importance of context-specific analyses in understanding organizational dynamics and informing targeted interventions.

Therefore, the study findings resonate with existing literature on organizational communication cultures within media institutions, offering valuable insights into the Ethiopian context while also corroborating established trends observed globally. Firstly, the prevalence of hierarchical structures in private media organizations aligns with prior research by Jones (2018) and Smith & Johnson (2019), emphasizing the efficient decision-making processes associated with such structures. Conversely, government media entities, as noted by Brown (2017), prioritize collective decision-making processes, reflecting their public service mandate and commitment to inclusivity.

Secondly, the emphasis on collectivism observed in government media organizations is consistent with Hofstede's cultural dimensions (1980) and studies by Chin (2018), highlighting the influence of cultural values on organizational behavior. This emphasis fosters teamwork and cohesion, as supported by Gelfand et al. (2007), contributing to organizational effectiveness and employee satisfaction.

Thirdly, the higher preference for structured environments in private media organizations, as indicated by the Uncertainty Avoidance Index, resonates with Denison's work (1990) on organizational responses to uncertainty and change. Conversely, the adaptability demonstrated by government media institutions aligns with Smith's findings (2016) on their responsiveness to societal needs.

Fourthly, the study's findings on gender-related cultural values reflect broader societal trends towards gender equality in Ethiopia, as emphasized by Tessema & Gugsa (2019). This indicates a shared commitment across both private and government media organizations towards gender sensitivity and inclusivity, echoing the sentiments of Desta (2018).

Fifthly, the similarities in short-term versus long-term orientation between private and government media organizations are consistent with Tihanyi et al. (2005)'s emphasis on strategic planning and goal alignment. However, the potential differences in organizational strategies highlighted by Prahalad & Hamel (1990) suggest avenues for further exploration into how media institutions balance immediate needs with long-term objectives.

Lastly, the differences in approaches to gratification, self-control, and work-life balance underscore the diverse organizational cultures within the media sector, echoing Schein's (2010)

observations on organizational values and priorities. This variation may also reflect differences in institutional mandates and leadership styles, as suggested by Brown & Hanlon (2014).

Thus, while there are similarities in certain dimensions of organizational communication culture between private and government media organizations in Ethiopia, such as strategic planning and gender-related values, there are also notable differences in power dynamics, uncertainty management, and approaches to gratification and self-control. These distinctions reflect the unique organizational cultures and priorities within each sector, shaped by factors such as institutional mandates, leadership styles, and societal norms. By understanding these nuances, policymakers and organizational leaders can develop tailored strategies to enhance collaboration, innovation, and employee well-being within the media sector, ultimately contributing to the sector's growth and effectiveness.

Therefore, the study findings revealed that the importance of considering organizational communication cultures in understanding the dynamics of the media sector in Ethiopia. By examining these cultural dimensions, policymakers and organizational leaders can develop strategies to promote collaboration, innovation, and employee well-being within both private and government media organizations.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. SUMMARY OF THE FINDINGS

The study compared organizational communication cultures between private and government media organizations in Ethiopia across various dimensions. Significant differences were found in power dynamics, collectivism versus individualism, handling uncertainty, and restraint. Private media entities displayed a higher acceptance of hierarchical structures, a preference for structured environments, and a tendency to avoid uncertainty. In contrast, government media organizations prioritized collectivism, teamwork, and restraint over indulgence. However, significant disparities were observed in gender-related values and short-term versus long-term orientation, suggesting similarities in organizational communication strategies between the two sectors.

Interview analysis revealed that both private and government media organizations exhibited structured decision-making processes, prioritized teamwork and collaboration, and demonstrated adaptability to uncertainty and change. Efforts towards gender sensitivity and equality were evident in both sectors, alongside a focus on balancing short-term objectives with long-term goals. Overall, both private and government media institutions in Ethiopia foster organizational communication cultures that emphasize collaboration, adaptability, and gender equality, contributing to organizational effectiveness and resilience within the media sector.

5.2. CONCLUSION

The study aimed to compare and analyze organizational communication cultures in private and government media organizations in Ethiopia. Thus, the study has employed a mixed-methods approach, it used multistage sampling, including descriptive and inferential statistics, to analyze data from five private and two public media institutions, considering a comprehensive view of Ethiopia's media institutions. Therefore, based on the study findings the following conclusion remarks established.

The study concluded that there is a Significant Variations in Power Dynamics between private and government media institutions, Private media organizations in Ethiopia demonstrate a higher acceptance of hierarchical structures compared to government counterparts. This suggests that leadership styles and organizational structures differ between private and government media, influencing decision-making processes and employee engagement. Government media organizations, on the other hand, exhibit a more balanced power distribution.

Government media institutions prioritize collectivism, emphasizing collective goals and values over individual interests. In contrast, private media organizations show a lesser emphasis on collectivism, indicating potential differences in organizational values and objectives. This confirmed that there is the need for understanding and accommodating diverse cultural norms within media institutions.

Private media organizations tend to avoid uncertainty more than government-owned media institutions, indicating a preference for structured environments. This suggests that private media may adopt risk-averse strategies compared to government media, potentially affecting their adaptability and innovation in response to changing circumstances.

The study also conclude that while both private and government media organizations prioritize gender sensitivity and equality, no significant differences were observed between them. This implies a consistent commitment to promoting gender equity within the media sector in Ethiopia, reflecting broader societal trends towards gender inclusivity.

Both private and government media entities in Ethiopia share similar orientations concerning organizational communication culture strategies and decision-making processes. This suggests a commonality in their approaches to balancing short-term objectives with long-term goals, highlighting the need for strategic planning and alignment with organizational objectives across the media sector.

Generally, the study findings revealed that the importance of recognizing and addressing differences in power dynamics, cultural values, and approaches to uncertainty and change within private and government media organizations in Ethiopia. By understanding these variations, media institutions can foster more inclusive and effective communication cultures, ultimately enhancing organizational resilience and performance.

5.3. Recommendations

Based on the conclusions drawn from the study, the following recommendations were made by the researcher. Thus, based on the findings of the study, the following recommendations can be made to both private and government media institutions;

- ✓ Both private and government media institutions should institute leadership development programs tailored to the unique dynamics of their respective sectors. These programs should prioritize nurturing inclusive leadership styles, fostering transparency in decision-making processes, and empowering employees across all levels to actively contribute to organizational growth and success.
- ✓ Both private and government media institutions should invest in comprehensive cultural sensitivity training for their workforce. This training should focus on understanding and respecting diverse cultural norms, values, and communication styles prevalent within the organization. By promoting cultural sensitivity, both sectors can create more inclusive and harmonious work environments conducive to collaboration and creativity.
- ✓ To foster a culture of adaptability and innovation, both private and government media institutions should encourage initiatives that promote experimentation, embrace risk-taking, and facilitate continuous learning and professional development among employees. By fostering a culture that values adaptability and innovation, media organizations can better navigate the rapidly changing media landscape and remain competitive in the industry.
- ✓ Both private and government media institutions should prioritize gender equity initiatives aimed at creating more inclusive and equitable workplaces. These initiatives may include implementing mentorship programs, offering flexible work arrangements, and enforcing policies to address gender-based discrimination. By promoting gender equity, media organizations can harness the full potential of their workforce and create environments where all employees feel valued and respected.
- ✓ Private and government media institutions should prioritize strategic alignment and planning to ensure coherence between short-term objectives and long-term goals. This involves regularly reviewing and updating organizational objectives, fostering a shared understanding of strategic priorities among employees, and establishing mechanisms for

monitoring and evaluating progress towards long-term goals. By promoting strategic alignment, media organizations can enhance organizational effectiveness and resilience amidst evolving industry trends and challenges.

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Appendixes

Questionnaire

ADDIS ABABA UNIVERSITY COLLEGE OF HUMANITIES

PUBLIC RELATIONS AND STRATEGIC COMMUNICATION PROGRAM

Dear Respondents,

I am a Master's student in **public relations and strategic communication program** at Addis Ababa University. Your generous time, honest, and prompt responses are highly appreciated. This questionnaire is designed for academic purposes and is a crucial requirement for completing my research on the topic: "*organizational communication culture of selected private and government media institutions in Ethiopia: a comparative perspective*" as part of my Master's program.

Your genuine and valuable support in responding to this questionnaire is of paramount importance for the success of this study. Rest assured, your participation is anonymous, and all information provided will be handled with strict confidentiality. Should you have any questions about this survey, feel free to contact me at my phone number: **+251 92 030 0424** or via my email address: [@gmail.com](mailto: @gmail.com)

Thank you very much for your time and participation.

INSTRUCTIONS:

Part 1. Demographic Information:

1. **Years of experience as employee of the media**

2. **Type of the organization:** Government private

2-5 years : 6-10 years 11-14 years above 16 years

3. **Age :** 20-30 30-40 40-50 above 50

4. **Sex :** Male Female

5. **Your level of education**

High School

College diploma

First Degree

Master's degree

Part II: Questions Related to media organizational communication culture

*Please rate the following Statements by ticking “√” only one box on the right side with the response that the researcher is interested in a number from 1 to 5 that shows **organizational communication culture of selected private and government media institutions in Ethiopia: a comparative perspective**”*

5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

Example: If you strongly agree with any of the statements given in the questionnaire, you should circle on #5 and if you strongly disagree with any statements please circle on #1. For the statement, where you cannot make a decision, circle on #3 and rate others categories accordingly.

Dear respondent, some words in the questionnaire have special meanings you need to know. The definitions of some terms for the purpose of this Questionnaire are as follow

	Variables	Strongly disagree	Dis agree	Neutral	Agree	Agree	Strongly agree				
1	Power Distance Index	Rates					1	2	3	4	5
1.1	In my organization, there is a clear hierarchy of authority.										
1.2.	Subordinates are expected to respect their superiors without question.										
1.3	Top management makes decisions without consulting lower-level employees.										
1.4	There is a significant gap between the privileges of top management and other employees.										
2	Collectivism vs. Individualism										
2.1	Individuals in our organization are encouraged to work together as a team.										
2.2	The organization values loyalty and cooperation among its members										
2.3	Personal success is often celebrated as a team achievement.										
2.4	Employees prioritize the needs of the group over their individual interests.										
3	Uncertainty Avoidance Index										
3.1	Our organization has strict rules and procedures to avoid unexpected situations.										
3.2	Employees are uncomfortable with ambiguity and prefer clear guidelines.										
3.3	There is a strong preference for stability and predictability in decision-making.										

3.4	Innovation and risk-taking are viewed with skepticism in our organization.				
4	Femininity vs. Masculinity				
4.1	Our organization values nurturing and caring qualities in its employees.				
4.2	There is an emphasis on work-life balance and employee well-being.				
4.3	Competition and assertiveness are not highly prioritized in our organizational culture.				
4.4	Leadership styles emphasize collaboration and consensus building rather than dominance.				
5	Short-Term vs. Long-Term Orientation				
5.1	Our organization focuses on achieving short-term goals rather than long-term objectives.				
5.2	Immediate results are valued more than sustained efforts and investments.				
5.3	There is a preference for tradition and past practices over future-oriented strategies.				
5.4.	Employees are rewarded for achieving quick results rather than long-term sustainability.				
6	Restraint vs. Indulgence				
6.1	Our organization encourages employees to exercise self-discipline and control over their impulses.				
6.2	There are strict guidelines in place regarding appropriate behavior and conduct.				
6.3	Employees are expected to adhere to societal norms and values both inside and outside the workplace.				
6.4	There is a strong emphasis on modesty and humility in our organizational culture.				

Interview guiding questions

1. Can you describe the power dynamics within your media organization, particularly in relation to decision-making processes and leadership roles?
2. How does your organization prioritize collective teamwork and collaboration over individual achievements or initiatives?
3. In what ways does your media organization adapt to uncertainty and change in the media landscape, and how are these adaptations reflected in communication practices?
4. Could you discuss any gender-related cultural values or norms that are apparent within your media organization, and how they influence interactions and decision-making?
5. How does your organization balance short-term objectives and long-term goals in its communication strategies and decision-making processes?
6. Can you provide insights into the approaches your media organization takes to promote gratification, self-control, and work-life balance among employees, and how these factors contribute to organizational culture and effectiveness?