



**ADDIS ABABA UNIVERSITY**

**COLLEGE OF SOCIAL SCIENCES, ARTS AND HUMANITIES**

**SCHOOL OF MEDIA AND COMMUNICATION**

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**INVESTIGATING RELATION BETWEEN CORPORATE  
CULTURE AND INTERNAL COMMUNICATION IN  
THE CASE OF ABYSSINIA BANK**

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**BY**

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**JUNE, 2025**

**ADDIS ABABA, ETHIOPIA**

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## **Declaration**

I, Banchalem Belayneh, confirm that this MA thesis is my own work. I have properly cited all sources, and this thesis has not been submitted before, either in full or in part, to Addis Ababa University or any other University for any academic degree.

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Addis Ababa University**  
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This is to certify that the thesis prepared by Banchalem Belayneh, entitled Investigation into the Relation Between Corporate Culture and Internal Communication: The case of Abyssinia Bank has been submitted in partial fulfilment of the requirements for the Master of Arts Degree in Public Relations and Strategic Communication. This thesis complies with the regulations of Addis Ababa University and meets the required academic standards in terms of originality, content quality, and scholarly integrity.

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**Signed by Examining Committee**

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.

## ***Abstract***

*This study aims to investigate the relationship between corporate culture and internal communication practices at the head office of Bank of Abyssinia. Recognizing that effective communication is deeply influenced by organizational culture, this research seeks to assess how a strong corporate culture can contribute to improved communication within the organization. The general objective of this study is to investigate the relation between corporate culture and internal communication practice in the case of Abyssinia bank. The study used mixed methods of research. The researcher gained primary data from employees of Abyssinia bank through questionnaire and interview method of data collection. The study's quantitative component was primarily concerned with the description of important demographic profiles and examinations of the connection between variables. While the study's qualitative component primarily focused on context narration attitudinal as well as perceptual issue analysis. The study applied probability sampling called stratified sampling techniques because it is a vital way of developing stratum for different departments. In addition, this study used purposive sampling which is nonprobability sampling techniques to get a wide explanation from the corporate communication manager and team leader in the department of corporate communication of BoA. To analyze the findings of the study and the collected data descriptive survey analysis method used. Based on the findings of the study, BoA used various communication channels, people were not feel comfortable to express opposite ideas, the culture was task centered approach, there was a positive relation between corporate culture and internal communication in Bank of Abyssinia , lack of shared vision that is well known by the staff and absence of two-way communication were the main findings of this study. Finally, the researcher recommended that the corporate must practice a strong culture that makes employees express their feelings freely, practice two-way communication, develop open communication practice, regularly evaluate the effectiveness of communication and enhance feedback-oriented mechanisms to practice effective communication.*

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# CHAPTER ONE

## 1.Introduction

In chapter one the researcher presented the background of the study, the problem statement, the research questions, significance of the research, organization of study, research objectives, scope of the study, limitation of the study and organization of the study.

### 1.1. Background of study

The most critical component of any organization's success is its ability to communicate. Communication, both internal and external, is key to establishing, conveying and achieving strategic goals in every area of organizational operations. Organizational communication results in improved productivity, increased levels of innovation, higher quality of services and products and reduced operational costs (Argenti,2007). Due to the importance attached to communication, professionals with finely tuned communication skills are in high demand in today's competitive environment, where organizations strive to compete in a global market.

People arrange themselves in an organization in an organizational structure to achieve a common goal through communication. Omukule,Andrew (2007) argued that when people arrange themselves in an organizational structure for the reason of achieving a common goal, they must communicate with each other to realize collective action. Based on this interpersonal communication is the pillar process of any organization. No decision could be made, goals set, or products processed without communication between individuals who are members of the organization.

Organizational communication is a management discipline. Effective communication is the lifeblood of a successful organization. Communication should facilitate the link for employees to see how their daily actions contribute to corporate goals. Employees are faced daily with a decision moment where the values communicated to them will determine their actions. Employees must be able to see the linkage from what they do to what the organization values.

To focus on organizational communication, leaders should identify the values, beliefs, behaviors, customs and symbols collectively called culture of people of their company. Knowing the culture of the organization helps us to easily implement communication issues and the overall organizational issues. Leaders must also be able to read the

culture of their organizations and identify, understand and apply the levers of change. (Tamara L.2006, P.32). This shared values, customs beliefs and behaviors within the organization is known as organizational culture. This shared beliefs, values, and attitudes within the organization can directly be associated with organizational communication. Organizations with a strong culture are more integrated and more oriented toward obtaining objectives than organizations with weak culture.

According to Sabina Madalina, (2016) a PhD candidate at University of Craiova, organizational culture and communication is one of interdependence, of reciprocal influence. In this respect the culture is being transmitted using communication and the communication is decisively influenced by organizational culture. Organizational culture is important because it affects the way communication is taking place within organizations. Improving the organizational culture using adequate communication practices leads to both motivating the employees of the organization and improving the performances of the organization.

People from different backgrounds in the organizations create culture through their interactions. Culture develops through language, stories, nonverbal messages and other forms of communication (Eisenberg and Goodall,2001, p.28). Each organization has unique characteristics that differentiate it from other organizations. Every organization has its own set of cultural elements like languages, traditions, symbols, practices, history and social facts that make that organization unique. These cultural elements are developed through communication. Without communication, the world is nothing. Simon (1957) considers that without communication there cannot be any organization.

The banking sector is unique due to its regulatory environment, diverse stakeholder interactions, and the critical importance of trust in customer relationships. It involves the intricate relationship between communication practices and organizational effectiveness.

The background of banking in Ethiopia is characterized by a rich historical progression that reflects a various socio economic and political transformations. From its early establishment to the current dynamic environment, the banking sector has evolved significantly, particularly since the 1990's when private banks began to emerge. Modern banking in Ethiopia was initiated in 1906 with the establishment of the bank of Abyssinia, making the beginning of formal financial institutions in the country. The bank of Abyssinia became the nation's primary bank.

Bank of Abyssinia is a well-established private bank in Ethiopia that was founded on February 15, 1996. The name of the bank, Abyssinia, reflects its core attributes of bravery and character. The bank's logo, Adey Abeba symbolizes hope, optimism, and belief, which brings a sense of new beginning to its customers. The bank has grown significantly over the years, attracting valuable shareholders, professional staff, and a larger number of customers. Today the bank provides excellent banking services through its modern banking technology to over 10.2 million customers across the country.

The bank offers corporate and retail banking services that include current accounts, saving accounts, special saving accounts, fixed deposits, foreign currency accounts, loans, trade finance, forex, mobile banking, card banking, internet banking, and agent banking to customers through its branches, and corporate branches. Corporate branches are branches dedicated to corporate or high-value customers of the bank. The bank provides forex operations through the forex bureaus located at branches and trade finance operations through the International Banking Department (IBD) and its affiliates placed at the branches. Moreover, the bank provides various credit services through the credit department at head office and in districts which are located outside Addis Ababa.

BoA has a formal communication structure in place, its effectiveness is limited by insufficient integration of technology, and task-centered leadership approach. Improving internal communication systems and promoting a more participative culture could enhance overall organizational performance and employee engagement. [bankofabyssina.com](http://bankofabyssina.com)

The communication department of Bank of Abyssinia (BoA) plays a crucial role in managing the bank's public image and ensuring effective communication both internally and externally. This involves public relations activities and advertising to attract attention to the bank's products and services. The department also focuses on fostering public understanding and trust in the bank. The communication department is responsible for maintaining relationships with the public and media (Public Relations), ensuring effective communication within the bank (Internal Communication), implementing marketing strategies to promote the bank's services (Marketing), and promoting the bank's ethical and sustainable practices (Corporate Social Responsibility). The BoA strives to improve its communication strategies to

build trust with employees and the public, enhance its market position, and contribute positively to the community. [www.bankofabyssinia.com](http://www.bankofabyssinia.com).

The socio economic and political context of a given country are much related to corporate culture of organization. BoA which is the first bank in Ethiopia has been serving as a commercial bank of a country with a strong emphasis on values, teamwork and customer focus. Based on the researcher's experience, the way of treating, respecting and welcoming customers by most employees of the Bank of Abyssinia is interesting. Furthermore, the researcher selected Bank of Abyssinia primarily because it has been in service for 29 years of continuous service closely followed by Awash and Dashen Bank. Based on its long service the bank is expected to have corporate culture and internal communication experience than any other financial institutions in Ethiopia. The interest of researcher and no research had been conducted in relation between corporate culture and internal communication in the banking sector in Ethiopia was the main reason for selection of the title.

the researcher didn't get conducted research on relation between corporate culture and Internal communication particularly in the banking sectors of Ethiopia.

Therefore, based on the above motives and reasons the researcher tried to investigate relation between corporate culture and internal communication in the case of Abyssinia bank.

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

The main function of any organization is to build goodwill with the internal and external stakeholders of the organization. According to Andrew( 2007) the fundamental purpose of business, on-business or administrative organizational communication is to inform, persuade or request and to build good will within the organization. Each level of an organization requires support from above and below to function. A fundamental aspect of this support is communication (Quirke,2000).

Literature specifically to banking industry, organizational communication is rarely found. However, studies have been undertaken in other sectors to suggest that a range of communication channels were in use with internet and emails being often underutilized (Hiromia,2007).

Effective communication practice is the result of proper use of communication channels. Yildirim (2014;70) argued that to achieve effective communication, proper channels between managers and employees must be built up, which eventually contributes implicitly to the overall performance of organization. Currently, internal

communication is commonly recognized as the key to organizational excellence and effectiveness' (Gruning, 1992; 19).

According to (Andrew, 2007) global research indicated that there is scarce literature in the banking sector. With scarce literature specifically referring to the banking sector, studies have been undertaken that suggests there is expanding recognition of the importance of organizational communication on this sector (Asif & Sargeant).

Research in organizational communication is cross disciplinary which is reflected in the various academic sources. The literature notes that organizational communication is vital to organizational success (Quirke, 2000; Tourish and Hargie, 2004) and that an important function of organizational communication is to inform employees on organizational issues (Welch and Jackson, 2007), which can then improve productivity. Since bank of Abyssinia is the oldest bank in Ethiopia, offering corporate and retail banking services needs effective organizational communication practices. According to Davis (2010), a successful organizational communication practice involves understanding and acting on the message sent between employees, which may require directing, supervising, monitoring and leading on the part of manager.

In connection with this, some scholars conducted research on the issue of organizational communication. Asif and Sargeant worked on a study on two major United Kingdom clearing banks to explore a range of internal communication issues. In this study, most participants perceived internal communication as an information sharing tool and did not consider it as part of a relationship building endeavor. They consider the latter as an area of potential focus, as stronger relationships throughout the organization could enhance team spirit and organizational identity. The results emphasized the need for more horizontal communication as well as a stronger organizational identity and team spirit.

In the context of Ethiopia, Bekele (2017) conducted research on the practice of internal and external communication in the case of Development Bank of Ethiopia. The result of the study showed bank managers, employees and customers/debtors evaluate the work by corporate promotion and communication department as good. Besides, all the interviewees perceive Development Bank of Ethiopia as being a very good place to work, primarily because the atmosphere is very friendly and they are engaging in improving internal and external communication.

Another research by Mekedes (2015) in her study discussed the role of internal communication on Employee Engagement. Among other things she found out that there is a strong relationship between formal internal communication and employee engagement.

Similarly, Gossaye Alemu (2018) conducted research on the Effect of Internal Communication on Employees Engagement: The case of Commercial Bank of Ethiopia. The findings indicated that there is a significant and positive relationship between internal communication and employee engagement. This implies that any increase or decrease in the variables of internal communication will bring corresponding change on employees engagement.

In relation to corporate culture, organizational culture has received relatively inadequate empirical investigation (Mckinono,2003). In addition, Sriramesh, Gruning and Dozier, (1996) indicated public relations theorists seldom have used organizational culture to explain why organizations practice public relations as they do or to explain the effect of public relations activities on culture.

In line with this, a study on the effect of organizational culture on employee's performance perceived in the case of Berhan International Bank conducted by (Nigussie, 2018). The results indicated that all the variables of organizational culture (consistency, adaptability, mission and involvement) have been positively related to employees' performance.

Similarly, a study conducted on organizational culture of commercial bank of Ethiopia in Addis Ababa was conducted by (Yemisrach Abera,2012). Her findings indicated that in the CBE, there is subjectivity, highly centralized, weak working relationships and mistrust among colleagues. From these findings, one can conclude that there are negative cultural values in the CBE which have potential in making the employees and the organization inefficient.

Despite the growing importance of organizational communication, there is a noticeable lack of research examining the relationship between corporate culture and internal communication within the Ethiopian banking sector. To address this gap, this study investigates how corporate culture influences internal organizational communication in the context of Abyssinia bank, while also drawing on relevant communication literature to provide a broader analytical framework.

From what has been discussed above, the importance of investigating relation between corporate culture and internal communication in an organization is not

questionable. Unfortunately, it seems researchers of course for different reasons did not give much attention to studying the relation between corporate culture and internal communication practice of bank of Abyssinia and banking industry in general. Therefore, investigating the relation between corporate culture and internal communication in the aspect of organizational communication is important. Since the study is investigating relation between corporate culture and internal communication, specifically it also aimed to investigate role of organizational communication in the case of Abyssinia bank. Furthermore, most related studies were conducted on the Effect of Internal Communication on Employees Engagement, the practice of internal and external communication, and organizational culture on employee's performance. Furthermore, I have not come across, studies done in relation to corporate culture and internal communication particularly in the Banking sectors of Ethiopia. For this reason, the researcher tried to investigate the working culture and internal communication in BoA relating it with other available literatures.

As a result, the present study takes Abyssinia bank as a case to investigate the relation between corporate culture and internal communication through mixed methods and the collected data were analyzed through SPSS software.

### **1.3. Objectives of the study**

The main purpose of this study is investigating the relation between corporate culture and internal communication by taking Abyssinia bank as a case study.

#### **1.3.1. Specific objective**

The specific objectives of this study are.

1. Assess the corporate culture and internal communication in Abyssinia bank.
2. Explore the roles played by corporate communication in building image and reputation of the bank.
3. Identify the communication channels used in Abyssinia bank.
4. Identify the relationship between corporate culture and organizational communication in Abyssinia bank.

### **1.4. Research Questions**

This study aims to find answers to the following research questions.

- 1.How is corporate culture and organizational communication practiced in Abyssinia bank?
- 2.What are the roles played by the corporate communication of Abyssinia bank in building image and reputation?
3. Which types of communication channels are dominantly applied in Abyssinia bank?
- 4.What is the relationship between corporate culture and organizational communication in the Abyssinia bank?

### **1.5. Scope of the study**

This research is delimited to investigating the relation between corporate culture and internal communication in the case of head office of Abyssinia Bank. It mainly focuses on the two target variables; these are corporate culture and internal communication. Hofsted's cultural dimensions and organizational communication theory were applied as a theoretical framework. Geographically, the study is delimited to the head office of Abyssinia bank; it is a business organization. The study used purposive and stratified sampling as its sampling technique. Methodologically, mixed research approach was employed for checking validity and reliability of data. The study focused from November 2024 to June 2025.

### **1.6. Significance of the study**

It is obvious that researchers usually conduct studies to make contributions to the area they cover. So, this study may provide an understanding of the relation between corporate culture and internal communication in the case of Bank of Abyssinia. Therefore, the study is useful for Bank of Abyssinia to know how corporate culture influences overall organizational success. Furthermore, because of its practical application, it will also allow BoA to assess problems and weaknesses related to corporate culture and internal communication.

It will suggest possible solutions that will enhance effective corporate and organizational communication practice for Abyssinia Bank to achieve the goals of the organization.

Besides this, the study may be valuable to any individual interested in the practice of corporate culture and organizational communication in the bank of Abyssinia bank. Moreover, the study hopefully adds knowledge to the existing literature on the effective implementation of corporate culture and organizational communication practice. Additionally, this study can serve as important insights for further research in corporate culture and organizational communication.

### **1.7 Limitation of the Study**

Like any research, this study has also several limits. One of the limitations of the study was lack of local research findings and well-determined materials. In addition, some respondents were not willing to fill out questionnaires, but the responses were also incomplete. While some others were not appropriate on their position and rejected my call. They might be hiding their real feelings.

To overcome the limitations, I used international literature to supplement the lack of local sources and adapted relevant frameworks to the local context. I assured respondents of confidentiality to encourage honest answers. Incomplete responses were carefully screened and excluded from analysis.

### **1.8. Organization of the study**

The study was organized into five chapters for the convenience and logical presentation of the study. Chapter one deals with the introduction, background of the study, statement of the problem, research objectives and questions, scope and significance of the study. Chapter two is all about the review of related literature and theoretical framework. Chapter three presents the research methodology. Presentation and analysis of data was included in chapter four. Chapter five covered possible conclusions and recommendations.

# CHAPTER TWO

## 2. Review of Related Literature

### 2.1. Introduction

This chapter makes a review of relevant literature that is found to be useful to provide some context in which the present study can be conducted. As a result, topics regarding corporate culture and organizational communication, channel of communication, role of corporate culture and organizational communication in building image and reputation and the relationship between corporate culture and organizational communication are presented here. Finally, the theoretical and conceptual frameworks of the study are covered in this chapter.

### 2.2. Communication

Several definitions of communication exist to conceptualize the processes by which people navigate and assign meaning. Communication is also defined as exchanging understanding. However, Harold Lasswell gave what can be considered as a working definition of communication in the context of “who says what to whom in what channel and with what effect.”

Communication is not just important in an organizational context it is an essential component for everyday human life. People relate to each other through some form of communication. Gamble and Gamble (2004) asserted: “communication is the core of our humanness”, and add, “how we communicate with each other shapes our lives and our world.”

Communication is specific to each, and every company and every organization has its own communication system depending on its area of involvement and organizational culture. Communication, in organizations, is a dominant activity that takes place in their working setting. Management theory experts who are concerned with organizational study agree on the need for improved communication. Nelson and Harris (2008) argue that by only being aware of the need for better communication does not always translate in to use. Rather knowing what leads to poor communication and devising a way for improving the communication activities of the organization should be the focus. Communication, as defined by Van Reil and J. Fombrun (2007), is the lifeblood of all organizations: serving as a medium through which companies large and small access the vital resources they need to function.

They continued by elaborating that communication is the lifeblood of all organizations by the way it serves as a medium through which large and small organizations access the vital resources they need to operate. Primary resources like labor, capital and raw materials that organizations acquire can be attained through communication and they build up valuable stocks of secondary resources like legitimacy and reputation that enable them to function.

The survival of an organization largely depends on individuals and groups who can maintain effective and continuing relationships among themselves. In an organizational context the purpose of communication may range from completing a task or mission to creating, maintaining, satisfying human or employee relationships and fostering organizational image. Communication may be considered a functional part of an organizational system, and it may be viewed in an interpersonal perspective (Richmond and McCroskey, 1992)

### **2.3. Organizational Communication**

Organizational communication can be explained functionally by referring to the goal of interaction in which communication occurs. The function, goal or purpose of organizational communication is production. The main concern of organizations is to create and structure communication to enhance output of goals, services, or information to coordinate most efficiently tasks related to production and best fit people to these tasks. Flick (1967) explains that “when communication stops, organized activity ceases to exist. Individual, uncoordinated activity returns.” Therefore, within an organization with its resources, communication deals with the coordination of tasks used to produce and market a service or product. The process of sequencing tasks and defining roles within an organization determines the content and structure of communication. The management decisions are always based on knowledge, information, intelligence and data.

Research on organizational communication is cross-disciplinary, and the number of available definitions attests to this fact. Organizational communication can be termed as employee relations (Quirke, 2000), management communication, internal media, cross-departmental communication (Greenbaum et al, 1988). strategic communication (Argenti, 2007) or integrated maternal communication (Kalla, 2005).

Organizational communication is how information flows into, through and out of organization. Myers and Myers (1982) defined organizational communication as “the central binding force ^ at Permits coordination among people and thus allows for organized behavior,” while Rogers and Rogers (1976) argue that “the behavior of individuals in organizations is best understood from a communication point of view.

#### **2.4. Corporate Communications**

Corporate communication is how organizations manage and share information with internal and external audiences to shape brand perception and maintain a positive reputation. In simple terms there is a management framework to guide and coordinate marketing communication and public relations (Cornelissen, 2007, P.76). Another more detailed definition of corporate communication is given by the same scholar that says that: Corporate communication is a management function that offers a framework and vocabulary for the effective coordination of all means of communications with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent. (Cornelissen, 2004, p. 23)

For Van Reil and J. Fombrun (2007), organizations are networks of people who communicate with each other. Almost in all organizations, communications flow horizontally and vertically, internally and externally, formally and informally, linking employees internally to each other, to various layers of management, and to the many external resource-holders of the organization. Horizontal communication structures, as Cornelissen (2007) argued, are important as it allows organizations to respond fast to emergent issues, provide control and ensure that messages are being sent out through all the various communications channels. The horizontal structures of communication allow for establishing cross functional work team and flexibility and possess various forms including multidisciplinary project teams or tasks, standardized work processes and council meetings. The teams can be categorized as natural work teams and task force teams. The previous is a permanent team that works together in a continuous manner and the latter is created for addressing specific tasks or projects. Task force teams are collected to manage issues or whenever crisis situations happen in the organization and this task force at the end of the day should formulate adequate responses and communicate them to the key stakeholders of the organization. In addition to the above, Organizations, also use differing tools to document work activities across disciplines and department in visual and standardized formats like

flow charts, process maps and checklists. Through documenting activities undertaken by different communication practitioners, organizations create a shared understanding among the different communication practitioners about the process of integration. In addition to using more explicit and formal documented work processes, integration occurs through more informal channels.

Most of the interactions among communication practitioners are made through informal means of communication like e-mailing, phone etc. Organizations not only pave the way for informal interaction to take place among the communication practitioners, but also to let the practitioners to be physically closer to each other. Cornelissen (2007) elaborates on this by saying that: 15 Companies can facilitate such informal communications by placing communications professionals physically close to one another (in the same building), by reducing symbolic differences such as separate car parks and cafeterias, by establishing an infrastructure of e-mail, video-conferences, and other electronic communication channels, and by establishing open access to senior management (p.80). In big organizations, it is essential that communication practitioners from different disciplines frequently meet at internal conferences and meetings, where they can get collected and know one another, create a network for further communication and sharing ideas. Council meetings are also another horizontal structure that are often practiced in multinational corporations, Council meetings usually comprise representatives of different communication disciplines such as employee communication, media relations, and marketing communications. These disciplines discuss strategic issues regarding communication and evaluate their past work performances whenever they meet in council meetings. The communicators' council meeting provides several benefits, among these: it gives the opportunities for communicators worldwide to develop personal relationships, coordinates communication projects, paves the way to share best experiences from each other's mistakes, assists members to have an understanding about the company, gives training, improves the status of communication in the company and empowers professional to be more committed to the organization in general. Though organizations do possess varieties of communications flows, not all the communications in an organization are work-related, nor are they necessarily relevant to fulfilling organizational objectives. However, all communications activities in general have a determining role in the participants and observers about the

organization and its activities and affect the organization's image, brand, and reputation.

## **2.5. The Role of Corporate Communication in Building Company's Image and Reputation**

Corporate communication plays a crucial role in the process of shaping and building the internal and external image and reputation of a company. For Pontier (1988) the external image is intended to sell the company. The idea of selling in no way carries a commercial connotation. The internal image experienced by staff must aim to integrate them, orientate them, and mobilize them around the desire to contribute to producing an external image. The credibility of the external image is highly dependent within the organization on the day today's behavior of employees who, in the field, confirm or on the contrary deny it. Szapiro (1987) writes bluntly; let's not kid ourselves. Communication must first become exported internal communication. Indeed, a company's external image reflects internal communication.

The organization's staff is in constant contact with its various audiences and serves as the best vehicle for communication. The external image is shaped by customer relations and by the role played by staff in representing the company to the organization's various public. The quality of reception in an institution is conditioned by the prevailing working climate or atmosphere. For employees to represent the company to the outside world and speak well of it, they need to feel they belong to the organization. To emphasize more, Szapiro(1987) mentions that the best way to communicate well for a company is its staff. He concludes that external communication in a company is only possible when it is perfectly developed internally. An organization's image is built in part of its staff. The external image is strongly influenced by the way employees express and evoke their company to those around them, as argued in Schwebing (1988); as a member of a company, the employee becomes its representative in the circles he encounters; his discourse has the value of representing the company's reality. It is therefore important for employees to be able to recognize themselves in the company's public image.

Relating to image, Libert and Westphalen (2012) in their collective work 'Communicator' write that 'A company's image is the sum of its different images. There are different images that interact with each other. Although they are separable, none of them is strong enough to pull the company's image together. Overall trust in a company will depend on balance.' The authors also argue that 'internal

communication is as much part of the image building dynamic as external communication, press relations and visual identity. They go on to describe the kind of staff that makes the company loved externally; 'A company's image depends on the image that people who live there convey; internally motivated staff make a company love externally.

The main objective of communication is to create a favorable image of the company. Communication whether internal or external, reveals the company's image through its content. Image is therefore an element that is gradually built up through various actions with the public (internal and external). Image also has a material, physical character; it is captured through the company logo. It is visible both on company documents and on fixed assets in general. It is also the place to refer to the company's graphic charter. Image is the set of representations that individuals make of the organization and what they perceive of it.

Corporate communication is the key vehicle to setting the tone and messages for corporations through several channels of communication. The selection of media and development of contents are undertaken by the corporate communicators based on systematic assessment and consultation with experts in the subject concerned. In the age of globalization, corporate communication assumes great communication which is the cornerstone function of every organization to build up its status in the corporate world as well as its stakeholders.

## **2.6 The Role of Corporate Culture in Building Image and Reputation of a Company**

On the other hand, culture and organizational culture play a significant role in building image and reputation of the company by influencing employee behavior, values, and how the company is perceived by both internal and external stakeholders.

In the context of public relations, public is divided into two genres, namely internal and external public (Fajri, 2017). On the other hand, the internal and external image in an organization is formed by the organization's culture Obasan (2012). Based on the underlying assumptions on the theory of organizational culture by West & Turner (2007), one of these assumptions is about the symbol that exploited in communicating the values of the organization. According to Obasan (2012) organizational values that become a culture in organization's shape the image of the organization. (Goffman, 1959).

When organizational culture shapes the internal stakeholders' attitudes, beliefs, and values, they have all reflected the external stakeholders by the image. All in all, reflecting on the corporate culture to customers in different ways increase customer satisfaction. The following examples can be given as follows; employees' positive attitudes toward customers, showing reliability, solving complaints instantly, giving recommendations to customers, helping customers to have an error-free service delivery process (Famiyeh et al., 2018). They will affect the perception of customers toward the organization or corporate image.

Organizational culture serves as a bridge between the organization's vision and image that refers to the stakeholder's perception of the organization. Olughor (2014) stated that the organizational culture is a strategic asset for organizations to have a competitive advantage. A positive organizational culture enhances brand perception, attracts talent, and fosters loyalty, while negative culture can tarnish the company's image and damage its reputation. One of the major communicative challenges facing modern corporations is the need to communicate their identity and its values to distinguish itself from competitors and to promote the corporation. Hatch & Schultz (2009). The culture of an organization shapes its corporate image both for its internal and external customers. It also contributes significantly to the organization's brand image and brand promise. Organizational culture is known as the values, beliefs and basic assumptions that are guided by leaders and shared by employees, and that explain how things are done around here. Yet, it has most recently been conceptualized as a factor in shaping the company's image in the marketplace.

Corporate culture plays a significant role in shaping a company's reputation strategies. According to a study conducted by Deloitte, 94% of executives and 88% of employees believe that a distinct corporate culture is important for a company's success. This perception is further reinforced by research from Glassdoor, which found that 77% of job seekers consider a company's culture before applying for a job. These statistics highlight the critical link between corporate culture and reputation, with a positive culture leading to a stronger reputation and vice versa.

Furthermore, a strong corporate culture can have a tangible impact on a company's bottom line. A survey by Gallup revealed that companies with engaged employees outperform their counterparts by 147% in earnings per share. This performance difference is reflected in customer perceptions as well, with a study by Weber Shandwick indicating that 63% of customers prefer to buy from companies with a

strong reputation for delivering on promises. These findings demonstrate the influential role that corporate culture plays in shaping reputation strategies and ultimately, a company's overall success in the market.

Another issue that stands out in determining the institutional reputation of the corporate reputation can be explained by the corporate culture (Fombrun & Van Riel, 1997). Considering corporate culture as a component of corporate reputation can be explained by inter concept interaction and complementary elements (Barney, 1986). Corporate identity and corporate culture have a structure that affects each other (Hall, 1993). For this reason, corporate culture should be considered as a component that constitutes the source of corporate reputation.

In creating a positive image environment, there must be a corporate culture in which the desired messages are presented. The corporate culture in terms of reputation literature is important since reputation is achieved in time and with internalization through corporate culture (Alsop, 2004). Corporate culture as the subject related to corporate reputation is considered as the reference point that constitutes the source of reputation. Corporate culture serves as a basic component of reputation that help the organization create, maintain and develop its reputation.

Culture, identity and values of the organization are combined with the experiences of the employees and constitute a perception about the reputation of the institution. Besides, employees will be informed about the recognition of the external environment of the organization such as media, competitors and sector, will be aware of the image created on the external environment and thus this awareness will affect the perception of the company (Bankins & Waterhouse, 20190).

Therefore, a company's culture, both at the organizational level and within its corporate culture, plays a critical role in building its reputation by shaping how stakeholders perceive the company, with a positive culture fostering trust, credibility, and a strong image, while a negative culture can damage reputation through negative perceptions of the company's ethics and practices; essentially, a company's culture acts as a foundation for its public image and can significantly influence how it is viewed by customers, employees, and investors.

## **2.7. Channels of Communication**

Communication channels are mediums through which information can be exchanged. There are different types of communication channels that help us develop our

communication practice. According to Miller (2012;18) a variety of communication channels can facilitate communication flow. To name just a few, information can be communicated through face-to-face channels, through written channels, or through a variety of mediated channels, including the telephone or computer. Welch(2012;90) identified the existence of a preference hierarchy for internal communication among employees and mean that these preferences need to be considered in order to maximize the reach of the communication.

Internal communication channels in a more nuanced way, the communication channels segmented in organizations newsletters, circulation materials, surveys, meetings, in-house television, face-to-face interactions, email, hot lines, suggestion boxes, internet, telephone calls, Video conferences, memos, letters, notice boards, formal presentations, reports, open forums, blogs, and wikis are used to communicate with publics of various department and with those in its various branches(Yates, 2006:68) cited in G.Anita and Srinivas (2018:17).

### **2.7.1. Face-to-face communication**

Face-to-face communication can take place in many different forms and ways - meetings, conferences or department employee negotiations, etc. Using personal communication, information can be provided directly, listen to the opposing ideas and discuss them, as well as to consider employees' feelings, emotions and body language. Employees can ask questions that are important to them, manager can explain everything altogether and clarify misunderstandings (Quirke,2008:14).

### **2.7.2. Notice Board**

Notice boards are seen as one of the most primitive channels for formal internal communication. This is a useful communication channel for distributing information that requires to be seen longer than e-mail on the computer screen but does not necessarily require face-to-face communication. The content of notice boards should be dynamic and frequently renewed and updated (Smith & Mounter, 2005).

### **2.7.3. Internal publications/Magazines**

The content of company newspapers tends to be a mix of more non-urgent company news and news concerning employee social life. Newspapers and publications can possess an informational and educational role in the way that management

communicates with the employees. It can also introduce employees with each other, offer support and valuable information to the staff. In the creation of newspaper, employees should participate, as they know best how to meet the need for information about their jobs and the company (Wilcox & Cameron, 2006:32).

#### **2.7.4. E-mail**

It is faster, less formal and more functional. Business correspondences e-mails should not be too informal, to become impolite. E-mails possess the benefit of transferring messages in a fast and confidential way, and in that way, it has become one of the most used internal communication channels at this moment (Farrant, 2003:51).

#### **2.7.5. Website**

An intranet site is usually protected by a password, and it is only accessible to the staff at an organization. The members of the organization can communicate more effectively thanks to the intranet. An intranet provides access to shared files, resources and other information to staff who are located all around the world but have access to the internet. Websites are accessible to the public. With the help of the website the company presents to the public its products, history or news from its company. (Veber 2009:37).

A form of communication, which needs to be regularly updated with the latest information to be sufficiently effective (Cutlip, Center, & Broom, 2005:47). Establishment of internal communication also provides benefits for external communication such as a stronger external image - reputation, which can attract new business partners, employees (Simcic Bronn, 2010:89).

#### **2.7.6. Meeting**

Meetings are one of the most important channels of organizational communication. Meeting must be carefully prepared and managed in order to be beneficial. It is necessary to establish an objective of meeting, to consider the number of participants, to find out if it is appropriate communications way and to prepare a plan with main and ancillary items. Meetings are often unpopular events between employees. It is usually taken as a waste of time because of regular unnecessary repetition without any real reason. Meetings should be held only in case of real necessity. Meetings can take the form of formal and informal (Veber 2009:51).

### **2.7.7. Broachers**

Broachers usually contain information that is directly relevant to organization's staff. The broacher is an ideal way to convey information such as new employees and developments. A column from your executive director could appear in the Broacher and can be used to recognize staff contributions. (Hume 2020:38)

### **2.7.8. Telephone**

During the telephoning it is important to have in mind the brevity and clarity of the message. Communication on the phone is more difficult to mutually understand than a personal interview because of communicator and receiver could not support message by the nonverbal communication. The advantage of modern wireless and mobile phones is the removal of spatial barriers. (Vymětal 2008:48)

## **2.8. Corporate Culture**

Corporate culture refers to the shared values, beliefs, attitudes, behaviors, and norms that shape how people within an organization interact and work together. It's often described as how things are done around here. According to Chidress(2013) organizational culture is a set of values, beliefs and behavior patterns that differentiate one organization from other organizations. Business managers use organizational culture and corporate culture interchangeably because both terms refer to the same underlying phenomenon.

Researchers like Schein (2010) identified that management with weak organizational culture lacks transparent and consistent communication in the organization. In the weak organizational culture, employees behave in a manner inconsistent with the organization priorities because of insufficient communication and lack of uniform direction from the leadership (Flamholtz & Randle, 2011). When the organizational culture is not strong, the organization survival is at danger because employees have different values and beliefs, where they may work against the management's priority (Eaton&Kilby2015).

There is no fixed, universal definition or understanding for organizational culture and there is no single definition for it. (Knapp,2006) indicated that organizational concept of culture is an adaptation of the anthropological concept. Researchers in the academic sector have given various ways of defining organizational culture.

Organizational culture in its simplest meaning is the sum of how an organization accomplishes all that it has to do in order to full fill its purpose or mission. It can be observed in many ways that things get done in the processes that everyone in the organization knows must be followed for work to be accomplished (Tamara L.,2006) Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and its expresses in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes beliefs ,customs and written and unwritten rules that have been developed over time and are considered as valid (Arnold,2005). It also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle,2004). Sometimes Corporate culture is used to do the more commercialized meaning of organizational culture (Deal & Kennedy,1982).

coordination and control, reduction of uncertainty, motivation and competitive advantage.

Culture is the set of shared values, beliefs, norms, customs, behaviors, and symbols that a group of people use to interpret the world and interact with one another. It's passed from one generation to the next and influences how people think, communicate and behave. The definition of culture by Schein E.H(2010) was a pattern of shared basic assumptions learned by a group as it answered its problems of its external adaptation and internal integration, which has worked well enough to be considered valid and therefore be taught to new members as the right way to perceive, think and feel in relation to those problems.

## **2.9. The Influence of Corporate Culture**

Corporate culture is the shared beliefs and responsibilities of a company. Organizational culture is all about the values (Brooms& Gahmberg,1983), beliefs, shared meanings (Davis,1984), assumptions (Schein ,1992) codes of behavior, practices, procedures and rituals in organization.

Culture is a shared pattern of behavior, beliefs, values that define a group or society. Culture (Tylor ,1871) defined culture as the complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society.

Culture has a pervasive influence on how an organization functions. It determines how an organization responds to its business environment, how it organizes its work,

how it structures its day today activities, and how it deploys and rewards its managers and employees skills and talents (Tamara L. 2006,p.32).Organizational culture also determines the patterns of social interaction used to accomplish work and the nature of the relationship, or contact, between the organization and its employees. Equally important, it sets the tone of and orientation to customer or client service (Tamara L.2006, P.32).

Because of this impact on an organization's practical behaviors, culture has enormous strategic significance. To be successful, an organization must ensure that it shapes its culture to its business, mission and strategy. For example, work processes need to align with the types of products or services offered and the human capital practices in place. In fact, different organizations within the same industry can have very different cultures that work for them and their customers. The question leaders need to ask is whether the current culture is keeping pace and supporting the organization's strategy. The benefits of doing so can be significant (Tamara L.2006).

## **2.10. The Relationship between Corporate Culture and Organizational Communication**

Communication refers to symbols, messages, networks and interactions directed toward attaining organizational objectives. Cheney et al. (2011, P.6) appreciate that an organization is communication. When we refer to an organization we speak about a network of communication flows and interactions directed toward attaining organizational objectives. Simon (1957) considers that without communication there can't be any organization. This is because organizations are made of humans that communicate in order to achieve organizational goals.

Organizational communication is a way of sharing or exchanging information or ideas within the organization. (Detz, 2001) defines organizational communication as being the process through which a stakeholder tries to stimulate meanings for other stakeholders using intentional, verbal, on-verbal and mediated messages. Burdus and Caprarescu (1999) consider that organizational communication is the process through which messages are transmitted to realize individual and joint objectives of the members of the organization. Communication is important because in its absence the managerial functions cannot be operationalized. Communication is essential for the existence and success of the organization, having as objectives, the motivation of the employees, the coordination of resources and processes, the relationships with

external stakeholders. Kreps (1986, p. 5) considers organizational communication to be social activities of collectivities through which people develop interaction models to coordinate activities and efforts to reach individual and individual and group objectives.

Corporate/organizational /culture is a mix of symbols that can be managed by the personnel with managerial positions to obtain the commitment of all members of the organization. According to Schein (2004) organizational culture offers the members of the organization a feeling of identity and belonging and it offers an indication about the way problems are solved in an organization. Realizing an analogy with an individual, Schein views organizational culture as a set of hidden characteristics that determine the observable organizational behavior. For Hofstede (2001) organizational culture represents mental models and linguistics paradigms that frame perceptions thoughts and the language used by the members of an organization in the socialization process.

The relationship between corporate culture and organizational communication can be described as follows. Peters and Waterman (1982) concluded that to install a culture that will favor performance and excellence, organizations must be good at communication. An organizational culture that is based on social integration, motivation and the implication of the employees helps organizations to have an innovative approach that will guide them to achieve the competitive advantage. The organization with a strong culture is more oriented toward obtaining the objectives than the organizations with a weak culture.

From a communication perspective, people from organizations create culture through their interactions. Culture develops directly through language, stories, nonverbal messages and other forms of communication (Eisenbrg and Goodall,2001, p.128).

The organizational culture represents the glue that keeps together the members of the organization, offering in the same time consistency and relevance to the organization. The perception of the employees regarding the organizational culture is important because the organizational culture has a strong impact on the visible and measurable characteristics of the employees. Organizational culture operates at a deep and profound mental level so that this culture offers the employees the means to understand the things from the organization (values and beliefs).

Katz & Kahn (1966) consider that organizations are social systems based on communication to face uncertainty and to perform with a certain degree of efficiency.

The interest in organizational communication was accompanied by an increase of interest in other elements of organizational behavior. In this respect the organizational culture was one of the most investigated subjects in the theory and practice of management and organization science. The starting point is there is a strong connection between organizational performances and in that process, communication is a catalyst. An adequate organizational culture, backed by open communication, is an impulse for the implementation of the organization strategy.

Each organization has unique characteristics that differentiate it from other organizations. Every organization has its own set of cultural elements such as languages, traditions, symbols, practices history and social facts that make organization unique. We can try to understand organizations if we analyze their unique cultures and how these cultures are influenced and influence the organization communication.

Generally, the organizational culture is important because it affects the way communication is taking place within organizations. Improving the organizational culture using adequate communication practices leads to both motivating the employees of the organization and improving the performance of the organization.

Organizational communication is the one that ensures the conditions for a better internalization of the organizational culture. In the conditions of relaxed organizational communication, that supports the members of the organization, the elements of the organizational culture find an easy way to be accepted, in part due to the support of the organization members. Though organizational communication has an instrumental role to sustain the organizational culture.

## **2.11 Theoretical Framework**

### **2.11.1. Hofsted's Model of Organizational Culture**

According to Hofsted (1980), organization culture involves the various ideologies, beliefs and practices of an organization which makes it different from others. The culture of any place decides how employees would behave with each other or with the external parties and decide their involvement in productive tasks. Accordingly, he has identified six factors which influence the culture of the workplace. These are power distance, masculinity vs. femineity, individualism vs. Collectivism, uncertainty avoidance, long term orientation, and tolerance vs. Restraints.

### **Power Distance**

Power distance refers to the differences in the work culture as per the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenges of extracting the best out of the members.

### **Masculinity vs. Femininity**

Refers to the effect of differences male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision-making process of the organization. Male employees would be more aggressive as compared to the females who would be more aggressive as compared to the females who would be more caring and softer hearted.

### **Individualism vs. Collectivism**

Individualism vs. Collectivism dimension according to Hofstede's cultural dimensions theory, considers how well societies integrate into groups, as well as their perceived obligations and dependence on those groups.

Individualism emphasizes personal achievement and rights, prioritizing the needs of oneself and one's immediate family. In individualistic societies, individuals are valued for their achievements and are rewarded and recognized for such achievements. The self-image in this category is defined as 'I'.

Collectivism places greater importance on the goals and wellbeing of the group. Collectivist cultures emphasize the obligations they have toward their in- group members and are willing to sacrifice their individual needs and desires for the benefit of the group.

### **Uncertainty Avoidance**

Uncertainty avoidance, according to Hofstede, is a cultural dimension that reflects society's tolerance for uncertainty and ambiguity. It indicates the extent to which a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. This dimension is not risking avoidance, but rather how cultures deal with the ambiguity of the unknown.

### **Long Term Orientation**

According to Hofstede's cultural dimension theory, long term orientation refers to a culture's inclination to prioritize future rewards through perseverance and thrift. It gauges the degree to which cultures encourage delaying gratification or material,

social and emotional needs of its members. It is also referred to as the fifth dimension of Hofstede's model and was added to distinguish differences in thinking between the East and West.

### **Indulgence vs. Restraints**

According to Hofstede's cultural dimensions theory, indulgence versus restraint (IVR) reflects the degree of freedom that societal norms give to citizens in fulfilling their human desires. It considers the extent and tendency of a society to fulfill its desires, revolving around how societies control their impulses and desires. This dimension was added to Hofstede's model later.

## **2.11.2 Organizational Communication theory**

Organizational communication theory explores how messages are created, transmitted, received and interpreted within an organizational context to achieve collective goals. It encompasses a variety of theoretical approaches that help explain the dynamics of communication in work settings, including how individuals interact, how decisions are made, and how organizations maintain internal coordination and external relations. One of the earliest contributors to organizational communication theory was Chester I. Barnard. In his seminal work, *The Function of the Executive* (1938), Barnard emphasized the essential role of communication in organizational effectiveness. He argued that effective communication is necessary for achieving coordination, motivating employees, and ensuring that individuals are aligned with the broader objectives of the organization.

Chester Barnard (1938) emphasized the importance of communication in coordinating and motivating individuals within organization. His work laid the groundwork for understanding how communication functions in the management of organizations.

The specific organizational communication theory of this study was Classical Management Theory (with a focus on Barnard's contribution).

## **2.12 Conceptual Framework**

This study proposes a conceptual framework that integrates Hofstede's cultural dimension theory with organizational communication theory to investigate how cultural values shape communication practices within Abyssinia bank. Hofstede's dimensions such as power distance, collectivism, uncertainty avoidance, and long-term orientation- serve as foundational cultural variables that influence

communication behaviors. These cultural factors affect how communication flows in the organization, the level of formality, the openness to feedback and the preferred leadership communication style.

Drawing from organizational communication theory, the framework identifies key communication processes within the bank, including internal communication flow, decision making communication, conflict resolution, and feedback mechanisms. By analyzing how culture informs communication and how communication, in turn, affects performance, the framework provides a comprehensive model for understanding and improving communication practices at Abyssinia bank in the context of Ethiopia's unique cultural setting.



# CHAPTER THREE

## 3. Research Methodology

### 3.1 Introduction

This chapter presents how the research was conducted and the reasons for the chosen methodology. The first part covers the research design which covers a plan and structure of the research followed by the population and sampling method, sampling size and data collection instruments. Finally, method of data analysis approach, validity and reliability and ethical considerations were presented.

### 3.2 Study design

Research design is a strategic framework that guides the process of answering research questions through the collection and analysis of data. It ensures that the methods employed align with the research objectives, facilitating the right kind of analysis for the data. According to Khotai and Gaurav (2014) a study design is a blueprint for the collection, measurement and analysis data. Girma (2014) supports this argument by saying that a research design's function helps a researcher to collect, interpret and analyze data with minimal effort, time and money. Creswell (2003) calls a study design as a plan of action for associating philosophical assumptions with the specific methods used in the study.

This study was conceptualized using mixed methods. The study's quantitative component was primarily concerned with the description of important demographic profiles and examinations of the connections between variables. While the study's qualitative component primarily focused on context narration and attitudinal as well as perceptual issue analysis.

### 3.3 Research Approach

According to Creswell (2014), research can follow qualitative, quantitative or mixed methods. This study used mixed methods approach, combining both qualitative and quantitative data to better address the research questions.

### 3.4 Mixed Methods

This study applied mixed methods to explore the issues more comprehensively. As Creswell (2014) notes, mixed methods involve collecting and analyzing both types of

data to investigate the same phenomenon. This approach was chosen to leverage the strengths of both methods, ensuring a deeper understanding of the research problem. The concept of triangulation- using multiple data sources and methods supports this approach by providing a complete and more reliable picture of the phenomenon being studied.

### 3.5 The Population of the Study

The research population defined as the total collection of elements about which a researcher wishes to make some inferences (Cooper,2006). The total number of employees of Abyssinia bank is 11,508 as of June,2023. Target population comprised of employees of head office of Abyssinia bank (at all levels of service). Head office of Abyssinia bank has 1584 employees, which was target population of the study, out of this 200 were sample population of the study. The target respondents were from all levels of employment. From low level, middle level and top management. The researcher used Carvalho’s (1984) Sample size determination method to determine the sample size.

### 3.6 Sample Size

The sample size was selected from the general population and is considered representative of the population for the specific study.

Malhotra and Peterson (2006) and Zikmund (2003) stated that the larger the sample sizes of research, the more accurate the data generated. The researcher used size determination method developed by Carvalho (1984) to determine the appropriate samples.

**Figure 3.1. Sample size determination of Carvalho (1984)**

Population Size	Sample Size		
	Low	Medium	High
51-91	5	13	20
92-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	138
1201-3200	50	125	200
3201-10000	80	200	315
10001-3500	125	315	500
35001-150000	200	500	800

As table 3.1 indicated, the total number of employees at the Head Office of Abyssinia bank was 1485, out of these 200 were the sample of the target population.

### 3.7 Sampling Method

Sampling is crucial for any kind of research as it is the way through which a researcher selects the sample population for the study. The goal of sampling is to create a representative sample, ensuring that the characteristics of the sample accurately reflect those of the population.

The researcher used purposive sampling for qualitative data collection because the researcher conducted the research directly with concerned respondents from the bank. According to Morse (1994) purposive sampling helps to find those interviewees (informants) who have available knowledge and experience that the researchers need, are capable of reflection, are articulate, have time to be interviewed and willing to take part in the research investigation.

The researcher selected stratified sampling techniques for quantitative data. Stratified sampling is a probability sampling technique where a population is divided into homogeneous subgroups, or strata, based on shared characteristics. According to (Cooper,2006), a stratified sampling technique was used when a study sought to examine a group that was not homogenous.

**Table 3.1 Stratified Population and Sample Distribution by Age Group**

Age group	Population Size	% of Total population	Sample Size (n=200)	% of Total Sample
20-24 years	120	7.6%	15	7.5%
25-29 years	388	24.5%	49	24.5%
30-34 years	336	21.2%	42	21.0%
35-39 years	431	27.2%	54	27.0%
40-44 years	215	13.6%	27	13.5%
45 + years	103	6.5%	13	6.5%
Total	1584	100%	200	100%

*Age group population distribution*

Table 3.1 presents the age-based stratification of the study population (N=1,584) and the corresponding proportionally allocated sample (n=200). Stratified sampling was employed to ensure representative inclusion of all age categories in the sample.

### **3.8 Data Collection Instruments**

To acquire all the information for the proposed study, the researcher used the primary data collection instruments of questionnaires and in-depth interview. Under the qualitative method, an in-depth interview was conducted with corporate communication manager and team leader corporate communication department of Abyssinia bank. On the other hand, questionnaires were distributed to employees of the bank's head office. The reason is that employees are more likely to give accurate and honest answers since they experience the organizational culture daily. On the contrary, management are partly involved in creating the organizational culture and set up these systems so their views might be biased and do not create a true picture of organizational culture that exists, and strategic communication applied there.

The questionnaires were structured (Lickert scale based) to yield quantitative data. The first section of the questionnaires captured personal data for basic information about employees and their work. The second section is related to organizational communication followed by organizational culture.

An in-depth interview was also conducted to collect data from key informants (corporate communication manager and team leader of department of corporate communication) of head office of Abyssinia bank. According to Kumar (2011) an interview is a method that allows the exchange of ideas and information between the interviewer and the interviewees. The researcher has chosen interviews because it provides in depth information from the informants and additionally, it helps to supplement the information gained from the interviewees by observing the non-verbal reactions during interviewing.

#### **3.8.1. Questionnaires**

Questionnaires were distributed to selected respondents. The reason is that employees are more likely to give accurate and honest answers since they experience the organizational culture daily. The researcher also used reports, thesis papers and journal articles from secondary sources of data. The researcher used this method because it is the most economical way of data collection compared to others in the sense that it is used to collect data from a big population within a small period that the researcher has chosen (Mugenda and Mugenda,2003).

The questionnaires were structured (Lickert scale based) to yield quantitative data. The first section of the questionnaire is all about personal data for basic information about respondents and their work. The second section is related to organizational communication followed by organizational culture.

### **3.8.2 In depth Interview**

Qualitative data in this study were collected through interviews. In depth interviews are qualitative research methods used to gain detailed information about a topic from a key informant. They aim to explore a respondent's point of view, experiences, feelings and perspectives in detail. According to (Kothari,2004) In depth interview is a qualitative data collection instrument which allows the researcher to collect rich information in much more depth. Therefore, the researcher interviewed the corporate communication manager and team leader of department of corporate communication of Abyssinia bank.

The study also used secondary sources of data, such as published materials, reports, thesis papers, and journal articles. Moreover, the study has also made a review of relevant literature to give sufficient background for the study.

## **3.9 Validity and Reliability of the Study**

### **3.9.1 Validity**

Validity refers to how accurately tools measure what it is intended to measure. It ensures that the results of the study correspond to real properties, characteristics and variations in the physical or social world. Healy & perry (2000) states that validity assesses the accuracy of the research findings or whether the research examines the variables it was intended to test. It determines how well the study's data collection appropriately reflects a certain variable or investigational design (Mugenda,2008). To ensure that it includes all the variables being measured and so minimize content validity, the questionnaire would be given to other study participants, for their opinion on the instrument's suitability and representativeness.

Before creating the final report, a pilot study was done on the data collection tool to test and retest it. The researcher would be able to evaluate the questionnaire's clarity

through the pilot study and eliminate or modify any questions that were deemed to be unnecessary or poorly understood to improve the instrument's quality and increase the research tool's validity.

The pilot test produced several important outcomes, it helped identify unclear or confusing questions, which were revised to improve clarity. The reliability of the instrument was confirmed with a high Cronbach's Alpha score of 0.950, indicating strong internal consistency. The content validity was enhanced by adjusting or removing items that were irrelevant or repetitive based on participant feedback. Additionally, the layout and flow of the questionnaire were improved for better respondent experience.

These outcomes helped strengthen the final work by ensuring the questionnaire was clear, reliable and aligned with the research objectives. As a result, the data collected in the main study was more accurate, consistent, and valid, contributing to the overall quality of the research findings.

### 3.9.2 Reliability

Reliability is defined as the quality or state of being reliable. According to Healy and Perry (2000), dependability is described to the extent to which findings are reliable over time and accurately reflect the entire population under study. For evaluating internal consistency and reliability, one might utilize Cronbach's Alpha. Cronbach's Alpha is a reliability coefficient that assesses the degree of connectivity among items in a set. The value of Cronbach's Alpha coefficient should be more than 0.7, which is an acceptable level of internal consistency or reliability.

**Table 3.1 Reliability Analysis**

Reliability Statistics	Cronbach's Alpha	No of items
Organizational Communication	.938	25
Corporate Culture	.910	13
Corporate Culture & Organizational communication	.950	38

Table 3.1, Reliability Statistics

Table 3.1 represents the reliability statistics of Abyssinia bank's employees practice of working culture and organizational communication. The researcher used Cronbach's Alpha to measure the reliability of the scales used in measuring how

employees in Abyssinia bank understand the existing Abyssinia bank's corporate culture and organizational communication. It is the most used method for assessing internal consistency which refers to how closely related a group of items is to one another. A Cronbach alpha of .950 indicates a strong level of internal consistency and reliability for the scale used in measuring existing corporate culture and organizational communication. Based on the examination of the research scales and constructs all construct value was above 0.7. Therefore, the researcher concluded that all constructed questionnaires represent a reliable construction.

### **3.10 Method of Data Analysis**

After all the essential data through, data analysis was done. The researcher conducted editing, coding and data entry into the IBM Statistical Package for Social Sciences (SPSS) to analyze quantitative data. This phase involved converting both nominal and ordinal quantitative data into numerical codes. Following this, descriptive statistics, including frequencies and percentages were computed to offer a comprehensive summary of the collected data. The investigation employed multiple linear regression and Pearson correlation analysis to examine the relationships between corporate culture and organizational communication. An interpretive analysis was also made for qualitative data. Finally, the researcher triangulated the interpreted data which are found from the two instruments thematically analyzed.

### **3.11. Ethical Consideration**

Any researcher needs to think carefully about how to gain access to undertake research and about possible ethical concerns that could arise in relation to the conduct of the entire research project (Saunders et al,2009). Throughout the whole research process an attempt was made to stick with general rules of research ethics. The researcher obtained official approval from her project advisor who is from the School of Journalism and Communication at Addis Ababa University. Respondents were requested to provide genuine information on a voluntary basis, and they communicated in advance about the purpose of the study and confidentiality of their information. To avoid mistakes, the researcher gave critical care while data entry, coding and analysis. Moreover, the researcher made the greatest effort to be loyal by the rules and regulations of the university and advisor's opinion.

# CHAPTER FOUR

## 4. Data Presentation, Analysis and Discussion

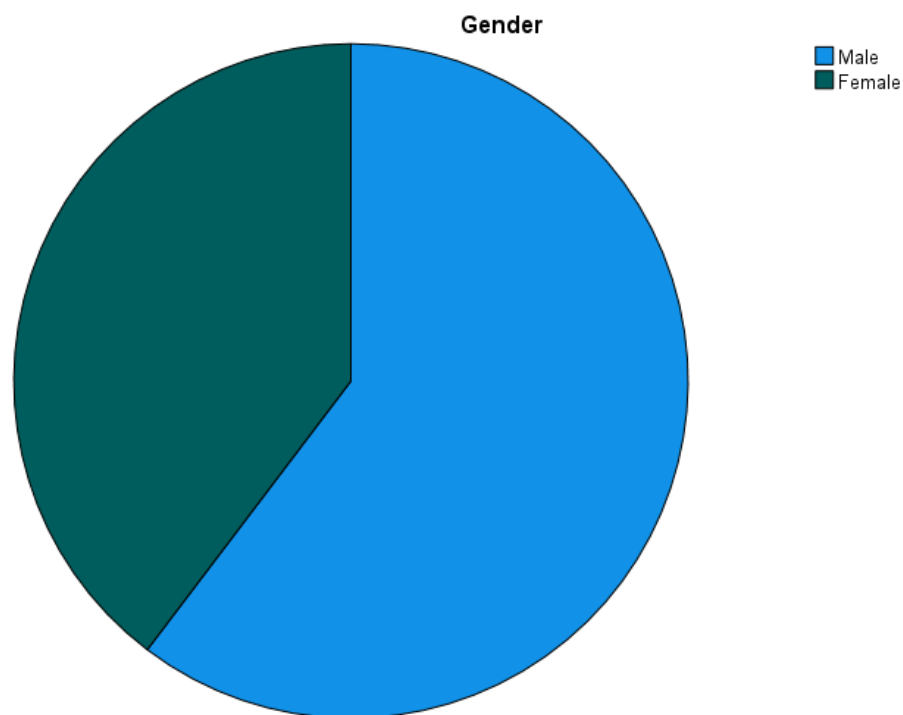
### 4.1 Introduction

This chapter outlines the presentation, analysis, and discussion of the findings. It begins with the presentation and analysis of the quantitative data presented and analyzed. Following that, the qualitative data is presented. Finally, the findings from both approaches are discussed.

### 4.2 Demographic Data analysis

Demographic information is highly relevant for this study, because it provides essential context and depth to the research. It strengthens the credibility, relevance and applicability of the thesis.

#### 1. Gender



As indicated in figure 1 of the respondents 111(60.3) are males and 73(39.7) of the respondents are females. Most respondents were males. This analysis implied male domination in the respondent group and possibly in the organization itself. The gender distribution is not balanced, as males make up a clear majority (60.3%).

## Age

		Frequency	Percent
Valid	20-24	13	7.1
	25-29	45	24.5
	30-34	39	21.2
	35-39	50	27.2
	40-44	25	13.6
	45 and above	12	6.5
	Total	184	100.0

Table 1

Table 1 describes the age of respondents. Based on this 24.5% of the respondents were in the age category of 25-29 years, 21.2% of the respondents were in the age category of 30-34 years, 27.2% of the respondents were in the age category of 35-39 years, 13.6% of the respondents were in the age category of 40-44 years, 7.6% of the respondents were in the age category of 20-24 years and 6.5% of the respondents were in the age category of 45 and above. According to the above information many of the respondents were in the age category of 35-39 years.

The age distribution implies a relatively high level of maturity among respondents, which can positively affect the depth, reliability, and seriousness of their responses. This maturity is likely to shape how they engage with the study and may also influence the study's outcomes and interpretations.

## Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	2	1.1	1.1	1.1
	Bachelor's degree	97	52.7	52.7	53.8
	Master' degree	85	46.2	46.2	100.0
	Total	184	100.0	100.0	

Table 2

The above table indicated that 97(52.7%) respondents have BA degree, 85(46.2) have master's degree, 2(1.1%) have diploma and no respondent has PhD. According to most respondents, they have a BA degree. The data implied that most respondents were educated at the bachelor's degree level, with a significant portion holding master's degrees, suggesting a moderately well-educated group, with limited representation of highly academic qualifications like PhDs. This study was conducted among a

moderately to highly educated workforce, most holding BA or MA degrees. This suggests it focused on professional, workplace, or organizational topics, and the responses are likely to be informed and relevant to those environments.

		Service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 2 years	15	8.2	8.2	8.2
	3-5 years	56	30.4	30.4	38.6
	6-8 years	37	20.1	20.1	58.7
	9-11 years	40	21.7	21.7	80.4
	12-14 years	24	13.0	13.0	93.5
	15 and above	12	6.5	6.5	100.0
	Total	184	100.0	100.0	

Table 3

Table 3 showed that 56(30.4%) of the respondents were 3-5 years of service,40(21.7%) of the respondents were 9-11 years,37(20.1%) was 6–8-year,24(13.0%) were12 -14 years,15(8.2%) were < 2 years and 12(6.5%) of the respondents were 15 and above year of service. Generally, most of the respondents were between 3-5 years of service. Many respondents have been in their roles for 3-5 years, suggesting a relatively new workforce with a moderate level of experience. They likely have fundamental knowledge and practical exposure. This implies it is grounded in practical, current operational experience, but may lack insights from either new hires or highly experienced long-serving staff.

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High level manager	5	2.7	2.7	2.7
	Middle level manager	36	19.6	19.6	22.3
	Employee	143	77.7	77.7	100.0
	Total	184	100.0	100.0	

Table 4

Table 4 indicated that 143(77.7%) of the respondents were employees,36(19.6%) of the respondents were middle level manager and 5(2.5%) were high level manager. According to the data most respondents were employees. The data implied that the study was employee focused. It provides valuable insights into how decisions, leadership, and organizational practices affect the workforce. The findings best applied to improving employee engagement, operational efficiency or communication from the bottom -up.

### 4.3 The practice of organizational Communication.

Items	Responses	Frequency	Percent
Q6. I get up to date information from the communication directorate	I strongly agree	21	11.4%
	Agree	56	30.4%
	Neutral	30	16.3%
	Disagree	68	37.0%
	Strongly disagree	23	4.9%
	Total	184	100%
Q7. Top management provides you kinds of information you really want	Strongly agree	38	20.7%
	Agree	49	26.6%
	Neutral	20	10.6%
	Disagree	54	29.3%
	Strongly disagree	23	12.5%
	Total	184	100%
Q8. The message I received from my immediate boss is clear	Strongly agree	13	7.1%
	Agree	44	23.9%
	Neutral	20	10.9%
	Disagree	77	41.8%
	Strongly disagree	30	12.5%
	Total	184	100%

#### The practice of organizational Communication continued...

Items	Responses	Frequency	Percent
Q9. You receive information from the source that you prefer	Strongly agree	8	4.3%
	Agree	63	34.2%
	Neutral	21	11.4%
	Disagree	75	40.8%
	Strongly disagree	17	9.2%
	Total	184	100%
Q10. Communication from other departments is accurate	Strongly agree	21	11.4%
	Agree	36	19.6%
	Neutral	57	31.0%
	Disagree	61	33.2%
	Strongly disagree	9	4.9%
	Total	184	100%
Q11. My immediate boss welcomes my feedback.	Strongly agree	24	13.0%
	Agree	49	26.6%
	Neutral	35	19.0%
	Disagree	53	28.8%
	Strongly disagree	23	12.5%
	Total	184	100%
	Agree	47	25.5%
	Neutral	35	19.0%
	Disagree	56	30.4%
	Strongly disagree	21	11.4%
	Total	184	100%

### The practice of organizational Communication continued...

Items	Responses	Frequency	Percent
Q13.The directives that come from top management are clear	Strongly agree	15	8.2%
	Agree	64	34.8%
	Neutral	20	10.9%
	Disagree	67	36.4%
	Strongly disagree	18	9.8%
	Total	184	100%
	Strongly agree	32	17.4%
Q14.You resolve disagreements through communication	Agree	93	50.5%
	Neutral	35	19.0%
	Disagree	16	8.7%
	Strongly disagree	8	4.3%
	Total	184	100%
Q15.Employees are freely expressing their ideas	Strongly agree	16	8.7%
	Agree	51	27.7%
	Neutral	32	17.4%
	Disagree	68	37.0%
	Strongly disagree	17	9.2%
	Total	184	100%

Table 5

Table 5 illustrates all about how organizational communication is practiced in Abyssinia bank. Based on the above table, item one of this part, 21 (11.4 %) respondents replied strongly agree and 56 (30.4 %) respondents responded agree. On the other hand, 30 (16.3%) of respondents remained neutral. On the other hand, 68 (37.0%) respondents replied disagree and 23 (4.9 %) strongly disagree about the issue. Based on the above data the researcher concludes that employees were not getting up to date information.

In item two, many of the respondents 54 (29.3%) replied disagree on the issue and 49 (26.6%) respondents replied agree, 38 (20.7%) responded strongly agree, 23(12.5%) said strongly disagree and 20(10.6%) responded neutral on the statement. From the

above data the researcher concludes that top management is not providing information for employees they really want.

In item three, most of the respondents 13(7.1%) replied strongly agree, 44(23.9%) responded agree,77(41.8%) said disagree,30(16.3%) responded strongly disagree and 20(10.8%) remained neutral about the statement. From the above data the researcher can conclude that employees do not receive clear information from their immediate boss.

In item four illustrates whether employees in Abyssinia bank receive information from the source or not. Accordingly, most respondents 75(40.8%) replied disagree,63(34.2%) agree,8(4.3%) responded strongly agree,17(9.2%) replied strongly disagree and 21 (11.4%) replied neutral about the given statement. Based on the above data employees in Abyssinia Bank do not receive the information they prefer.

Regarding item five,21 (11.4%) respondents responded strongly agree,36(19.6%) responded agree,57(31.0%) respondents replied neutral, while many respondents 61(33.2%) said disagree and 9 (4.9%) strongly disagree with accuracy of communication from another department. Based on the above data the researcher concludes that communication from other departments is not accurate.

Regarding to item six,24(13.0%) of respondents strongly agree, 49(26.6%) respondents responded agree about the given issue. On the contrary 53(28.8%) respondents responded disagree,23(12.5%) respondents responded strongly disagree and 35(19.0%) respondents responded neutral about the given statement. Based on the above data the researcher concludes that employees feedback is not welcomed by their immediate boss.

In connection with item seven,25(13.6%) respondents responded strongly agree, 47(25.5%) respondents replied agree,35(19.0%) respondents responded neutral. On the other hand, 56(30.4%) replied disagree and 21(11.4%) replied strongly disagree. Based on the above data, the researcher concludes that many respondents who responded disagree. Based on the above data, the researcher concludes that most respondents replied disagree about the given statement.

Item eight,15 (8.2%) respondents responded strongly agree,64(34.8) respondents replied agree,67(36.4&) respondents replied disagree,18(9.8%) respondents replied strongly disagree and 20(10.9%) remained neutral about clearness of directives that

come from top management. Based on the above data, the researcher concludes that directives that come from top management in Abyssinia bank were not clear.

Item nine, in this item, 32(17.4%) respondents responded strongly agree, 93(50.5%) respondents replied agree, 35(19.0%) respondents said neutral, 16(8.7%) respondents responded disagree and 8(4.3%) respondents replied strongly disagree. Based on the above data the researcher concludes that majority of respondents resolve disagreements through communication in Abyssinia bank.

Related to this, the researcher Designed and distributed a questionnaire to know about the extent to which employees express their ideas freely and the responses were presented as well. Based on the given information 16(8.7%) respondents replied strongly agree, 51(27.7%) respondents said agree, 32 (17.4%) respondents remain neutral, while 68(37.0%) respondents responded disagree and 17(9.2%) respondents said strongly agree. Based on this, the researcher concludes that most employees in Abyssinia bank did not express their ideas freely.

To conclude, Communication is not just important in an organizational context it is an essential component for everyday human life. People relate to each other through some form of communication. Gamble and Gamble (2004) asserted: “communication is the core of our humanness”, and add, “how we communicate with each other shapes our lives and our world.”

The survival of an organization largely depends on individuals and groups who can maintain effective and continuing relationships among themselves. In an organizational context the purpose of communication may range from completing a task or mission to creating, maintaining, satisfying human or employee relationships and fostering organizational image. | Communication may be considered a functional part of an organizational system, and it may be viewed in an interpersonal perspective (Richmond and McCroskey, 1992)

#### 4.4. Role of organizational communication

Q16.Organizational communication contributes to creating awareness of company's objectives	Responses	Frequency	Percent
Q16.Organizational communication contributes to creating awareness of company's objectives	Strongly agree	56	30.4%
	Agree	67	36.4%
	Neutral	11	6.0%
	Disagree	41	22.3%
	Strongly disagree	9	4.9%
Q17.Stakeholders are attracted by bank of BoA's organizational communication	Strongly agree	17	9.2%
	Agree	45	24.5%
	Neutral	43	23.4%
	Disagree	66	35.9%
	Strongly disagree	13	7.1%
Q18. The power of communication in BoA builds reputation	Strongly agree	15	8.2%
	Agree	67	36.4%
	Neutral	28	15.2%
	Disagree	62	33.7%
	Strongly disagree	12	6.5%
Q19.The power of communication in BoA builds good image	Strongly agree	37	20.1%
	Agree	61	33.2%
	Neutral	28	15.2%
	Disagree	46	25.0%
	Strongly disagree	10	5.4%
Q20.There is a shared vision that is well known by the staff	Strongly agree	27	14.7%
	Agree	56	30.4%
	Neutral	10	5.4%
	Disagree	69	37.5%
	Strongly disagree	22	12.0%
Q21.The working culture of BoA is clear	Strongly agree	29	15.8%
	Agree	70	38.0%
	Neutral	27	14.7%
	Disagree	48	26.1%
	Strongly disagree	10	5.4%
Q22. Information related to organizational goals of BoA are clear	Strongly agree	31	16.8%
	Agree	80	43.5%
	Neutral	8	4.3%
	Disagree	53	28.8%
	Strongly disagree	12	6.5%

Table 6

Table 6 describes the role of organizational communication. Accordingly, 56(30.4%) respondents responded strongly agree,67(36.4%) of respondents responded agree,41(22.3%) respondents replied disagree,9(4.9%) respondents said strongly disagree while,11(6.0%) remain neutral about organizational communication contributes to creating awareness of company's objectives in Abyssinia bank. Based on the above data the researcher concludes the organizational communication contributes to creating awareness in BoA.

In connection with this the researcher asked a question about whether stakeholders are attracted by organizational communication of Abyssinia bank. Based on this the majority 66(35.9%) of respondents replied disagree,45(24.5%) of respondents responded agree,17(9.2%) of respondents replied strongly agree,13(7.1%) respondents replied strongly disagree and43(23.4%) respondents replied neutral about the issue. Based on the above data stakeholders are not attracted by Abyssinia bank's organizational communication.

Item three,15(8.2%) of respondents responded strongly agree,67(36.4%) respondents replied agree,28(15.2%) remain neutral,62(33.7%) respondents replied disagree,12(6.5%) of respondents responded strongly disagree about the power of communication in Abyssinia bank builds reputation or not. Based on the above data most respondents responded that the power of communication builds reputation in Abyssinia bank.

Similarly, the researcher distributed to selected respondents' weather or not the power of communication in Abyssinia bank builds good image. Accordingly, 37(20.1%) of respondents responded strongly agreed,61(33.2%) of respondents responded agreed,46(25.0%) of respondents responded disagree,10(5.4%) respondents replied strongly disagree and 28(15.2%) of respondents replied neutral about the issue. Based on the above data the researcher concludes that the power of communication in Abyssinia Bank builds a good image.

In line with this, the quality of reception in an institution is conditioned by the prevailing working climate or atmosphere. For employees to represent the company to the outside world and speak well of it, they need to feel they belong to the organization. To emphasize more, Szapiro (1987) mentions that the best way to communicate well for a company is its staff. He concludes that external communication in a company is only possible when it is perfectly developed internally. An organization's image and reputation are built in part of its staff.

In item five of this section, 27(14.7%) of respondents responded strongly agree, 56(30.4%) of respondents responded agree and 10(5.4%) of the respondents responded neutral. On the other hand, the majority 69(37.5%) of respondents replied disagree and 22(12.0%) respondents responded strongly disagree about the issue. Based on the above data the researcher concludes that there is no shared vision that is well known by the staff in Abyssinia bank.

In item six, the researcher distributed a questionnaire for selected respondents about the clearness of working culture of Abyssinia bank. Based on this, 29(15.8%) of respondents responded strongly agree, 70 (38.0%) of respondents replied agree, 27(14.7%) of respondents remained neutral, 48(26.1%) of respondents replied disagree and 10(5.4%) of respondents responded strongly disagree about the statement. Based on the above data the researcher concludes that the working culture of Abyssinia bank is clear.

The last item of this section is a statement about clearness of information related to organizational goals of Abyssinia bank. Based on this 31(16.8%) of respondents responded strongly agree, 80(43.5%) of respondents responded agree, 53(28.8%) of respondents replied disagree while 12(6.5%) of respondents said strongly agree and 8(4.3%) remained neutral. Based on the above data, information related to organizational goals of Abyssinia bank is clear.

#### 4.5. Communication Channel usage

Q23.BoA uses emails frequently	Responses	Frequency	Percent
	Strongly agree	45	24.5%
	Agree	71	38.6%
	Neutral	20	10.9%
	Disagree	33	17.9%
	Strongly disagree	15	8.2%
Q24.BoA uses letters frequently	Strongly agree	30	16.3%
	Agree	59	32.1%
	Neutral	22	12.0%
	Disagree	57	31.0%
	Strongly disagree	16	8.7%
Q25.BoA uses meetings frequently	Strongly agree	30	16.3%
	Agree	62	33.7%
	Neutral	31	16.8%
	Disagree	51	27.75
	Strongly disagree	10	5.4%
Q26.The extent to which BoA uses face	Strongly agree	30	16.3%
	Agree	48	26.1%

to face communication	Neutral	32	17.4%
	Disagree	61	33.2%
	Strongly disagree	13	7.1%
Q27.BoA uses telephone frequently	Strongly agree	36	19.6%
	Agree	56	30.4%
	Neutral	29	15.8%
	Disagree	53	28.8%
	Strongly disagree	10	5.4%
Q28 BoA uses websites frequently	Strongly agree	31	16.8%
	Agree	64	34.8%
	Neutral	27	14.7%
	Disagree	51	27.7%
	Strongly disagree	11	6.0%
Q29. BoA uses social medias frequently	Strongly agree	49	26.6%
	Agree	60	32.6%
	Neutral	15	8.2%
	Disagree	47	25.5%
	Strongly disagree	13	7.1%
Q30. BoA uses Broachers frequently	Strongly agree	19	10.3%
	Agree	42	22.8%
	Neutral	45	24.5%
	Disagree	59	32.1%
	Strongly disagree	19	10.3%

Table 7

As indicated from the above table, respondents replied on effective organizational communication channel usage. Related to this, items were designed and distributed to respondents as well results are presented as follows.

Item one, most of the respondents 71(38.6%) of respondents responded agree on the statement,45(24.5%) of the respondents replied strongly agree. On the other hand, 33(17.9%) of respondents responded disagree,15(8.2%) of the respondents responded strongly agree, while 20 (10.9%) of respondents responded neutral. Based on the above data, the researcher concludes the organization used E mail as a communication channel in Abyssinia bank.

E- mails possess the benefit of transferring messages in a fast and confidential way, and in that way, it has become one of most used internal communication channels at this moment (Farrant,2003:51).

Second item, 59(32.1%) of respondents responded agree,30(16.3%) of respondents responded strongly agree,57(31.0%) of respondents responded disagree,16(8.7%) strongly disagree and 22 (12.0%) of respondents replied neutral. To sum up, Abyssinia banks used letters as a communication channel.

In the third item, 30(16.3%) of respondents responded strongly agree 62(33.7%) of respondents replied agree,51(27.75 %) of respondents said disagree,10(5.4%) of respondents replied strongly disagree, while 31(16.6%) of respondents said neutral about the issue. Based on the above data, Abyssinia Bank uses formal meetings as a communication channel. Meetings are often unpopular events between employees. It is usually taken as a waste of time for any real reason. Meetings should be held only in case of real necessity. Meetings can take the form of formal and informal (Veber 20200:38).

In the fourth item the majority 61(33.2%) of respondents replied disagree, 48(26.1%) of respondents responded agree,30(16.3%) of respondents said strongly agree,13(7.1%) of respondents replied strongly disagree and 32(17.4%) of respondents remained neutral. Based on the above data the researcher concludes that BoAA did not use face to face communication. Using persona communication, information can be provided directly, listen to the opposing ideas and discuss them, as well as to consider employees' feelings, emotions and body language. Employees can ask questions that are important to them, manager can explain everything altogether and clarify misunderstandings (Quirke,2008:14).

In item five most 56(30.4%) of the respondents responded agree,36(19.6%) of respondents responded strongly agree,53(28.8%) of respondents replied disagree,10 (5.4%) of respondents replied strongly agree and 29(15.8%) of respondents replied neutral about the issue. Based on the above data the researcher concludes Abyssinia Bank uses telephone as a communication channel.

In item six the majority 64(34.8%) of respondents responded agree,31(16.8%) of the respondents replied strongly agree 51(27.7%) of respondents disagree,11(6.0%) of respondents replied strongly disagree while the rest 27(14.7%) of the respondents replied neutral about the given statement. Based on the above data the researcher concludes that Abyssinia Bank uses websites as a communication channel. Websites are accessible to the public. With the help of the website the company presents to the public its products, history or new ones from its company. (Veber 2009:37)

In the seven items, most 60(32.6%) of respondents responded agree,49(26.6%) of respondents replied strongly agree 47(25.5%) of respondents replied disagree,13(7,1%) of respondents replied strongly disagree,15(8.2%) respondents remained neutral. Based on the above data the researcher concludes that Abyssinia Bank uses social media as a communication channel.

In the last item the majority was 59(32. %) of respondents replied disagree,19(10.3%) of respondents responded strongly disagree,42(22.8%) of respondents replied agree,19(10.3%) respondents responded strongly agree and 45(24.5%) of respondents remained neutral. Based on the above data the researcher concludes that Abyssinia bank did not use brochures as a communication channel. The brochure is an ideal way to convey information such as new employees and developments. A column from your executive director could appear in the brochure and can be used to recognize staff contributions. (Hume 2020:38).

To sum up, Bank of Abyssinia used various channels of communication. Using different types of communication channels helps us to develop our communication practice. BoA used various communication channels to interact with customers and address their needs. These channels serve several purposes, including sharing information about local community involvement, providing customer service, and advertising career opportunities. According to Miller (2012:18) variety of communication channels can facilitate communication flow.

**Q31. PR Practitioners see themselves as professionals**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	8.7	8.7	8.7
	Agree	87	47.3	47.3	56.0
	Neutral	53	28.8	28.8	84.8
	Disagree	23	12.5	12.5	97.3
	Strongly disagree	5	2.7	2.7	100.0
	Total	184	100.0	100.0	

Table 8

As indicated in the above table, the 87(47.3%) of respondents replied agree,16(8.7%) of respondents replied strongly agree,53(28.8%) of respondents remained neutral. On the contrary 23(12.5%) of respondents said disagree and 5(2.7%) of respondents replied strongly disagree on the issue. Based on the data given the researcher concludes that PR practitioners in Abyssinia Bank see themselves as professional.

**Q32. PR Practitioners of BoA have knowledge, skill and attitude to the profession needs.**

		Frequency	Percent
Valid	Strongly agree	17	9.2
	Agree	58	31.5
	Neutral	29	15.8
	Disagree	77	41.8
	Strongly disagree	3	1.3
	Total	184	100.0

Table 9

The above table indicated that most 58(31.5%) respondents responded agree and 17(9.2%) of respondents replied strongly agree. On the other hand, 77(41.8%) of respondents responded disagree,3(1.3%) of respondents responded strongly disagree while 29(15.8%) respondents remained neutral about the issue. Based on the data given the researcher concludes that PR practitioners in Abyssinia bank do not have knowledge, skill or attitude the profession needs.

#### 4.6. Corporate culture of BoA

Items	Response	Frequency	Percent
Q33. I usually get the cooperation I need	Strongly agree	22	12.0%
	Agree	48	26.1%
	Neutral	30	16.3%
	Disagree	74	40.2%
	Strongly disagree	10	5.4%
Q34. Personal needs are acknowledged	Strongly agree	16	8.7%
	Agree	43	23.4%
	Neutral	45	24.5%
	Disagree	75	40.8%
	Strongly disagree	5	2.7%
Q35. The organization provides specific programs to facilitate my work	Strongly agree	21	11.4%
	Agree	79	42.9%
	Neutral	29	15.8%
	Disagree	49	26.8%
	Strongly disagree	6	3.3%
Q36. Information is openly shared in BoA	Strongly agree	19	10.3%
	Agree	64	34.8%
	Neutral	26	14.1%
	Disagree	67	36.4%
	Strongly disagree	8	4.3%

Continued...

Q37. People feel comfortable to openly express contrary views	Strongly agree	18	9.8%
	Agree	51	27.7%
	Neutral	29	15.8%
	Disagree	82	44.6%
	Strongly disagree	4	2.2%
Q38. Employees are empowered to make their own decisions	Strongly agree	19	10.3%
	Agree	68	37.0%
	Neutral	51	27.7%
	Disagree	39	21.4%
	Strongly disagree	7	3.8%
Q39. Employees participate in establishing work rules	Strongly agree	26	14.1%
	Agree	74	40.2%
	Neutral	49	26.6%
	Disagree	28	15.2%
	Strongly disagree	7	3.8%

Q40. People are encouraged to go outside formal procedures to achieve goals	Strongly agree	18	9.8%
	Agree	69	37.5%
	Neutral	40	21.7%
	Disagree	47	25.5%
	Strongly disagree	10	5.4%
Q41. Management focuses on completing tasks than facilitating relationships	Strongly agree	36	19.6%
	Agree	73	39.7%
	Neutral	50	27.2%
	Disagree	22	12.0%
	Strongly disagree	3	1.6%
Q42. Enough time is allowed for thoughtful consideration and consensus building	Strongly agree	20	10.9%
	Agree	75	40.8%
	Neutral	34	18.5%
	Disagree	52	28.3%
	Strongly disagree	3	1.6%
Q43. BoA is on its correct path to meet its future goals	Strongly agree	19	10.3%
	Agree	70	38.0%
	Neutral	16	8.7%
	Disagree	74	40.2%
	Strongly disagree	5	2.7%

Table 10

The researcher designed and distributed questionnaires about the practice of corporate culture for selected respondents of Abyssinia bank. Accordingly, 74(40.2%) respondents responded disagree, 10(5.4%) of respondents responded strongly disagree, 48(26.1%) agree, 22(12.0%) strongly agree and 30(16.3%) of the respondents responded neutral on the issue. Based on the above data the researcher concludes that most employees in Abyssinia bank did not get the cooperation they needed.

In the second item, most respondents 75(40.8%) responded disagree, 43(23.4%) of respondents responded agree, 45(24.5%) of respondents replied neutral, 16(8.7%) of respondents replied strongly agree and 5(2.7%) of respondents replied strongly disagree about the given statement. Based on the above data the researcher concludes that personal needs in Abyssinia bank are not acknowledged.

In the third item, the majority 79(42.9) of the respondents responded agree, 21(11.4%) of the respondents replied strongly agree, 29(15.8%) of respondents replied neutral, 49(26.8%) of respondents responded disagree and 6(3.3%) of respondents responded strongly disagree about the given statement. Based on the above data the

researcher concludes that the organization provides specific programs to facilitate employees' work.

In item four, 64(34.8%) of respondents responded agree and 19(10.3%) of respondents responded strongly agree. On the other hand, 67(36.4%) of respondents replied disagree, 8(4.3%) of respondents responded strongly disagree and 26(14.1%) of respondents stayed neutral on the issue. Based on the above data the researcher concludes that information is not openly shared in Abyssinia bank.

Item five, the majority 82(44.6%) of respondents responded disagree, 4(2.2%) of respondents replied strongly disagree on the issue. On the other hand, 57(27.7%) of the respondents replied agree, 18(9.8%) strongly disagree and 29(15.8%) of the respondents replied neutral on the issue. Based on the above data the researcher concludes that people are not comfortable to openly express contrary views.

In item six, most 68(37.0%) of respondents responded agree, 19(10.3%) of respondents replied strongly agree. On the other hand, 39(21.4%) of respondents replied disagree, 7(3.8%) of respondents replied strongly disagree, while 51(27.7%) of respondents remained neutral. Based on the above data the researcher concludes that employees are empowered to make their own decisions in Abyssinia bank.

In item seven, the majority of 74(40.2%) of respondents responded agree, 26(14.1%) of respondents responded strongly agree, while 28(15.2%) of respondents responded disagree 7(3.8%) of respondents replied strongly disagree and 49(26.6%) of respondents remained neutral. Based on the above data the researcher concludes that employees are participating in establishing work rules with Abyssinia bank.

In item eight, 69(37.5%) of the respondents responded agree, 18(9.8%) of respondents replied strongly agree and 40(21.7%) of respondents remained neutral. On the other hand, 47(25.5%) of respondents replied disagree and 10(5.4%) of respondents strongly disagree about the given statement. Based on the above data, the researcher concludes that people are encouraged to go outside with formal procedures to achieve goals.

In item nine, 73(39.7%) of the respondents responded agree, 36(19.6%) of respondents replied strongly agree and 50(27.2%) of respondents responded neutral on the issue. On the other hand, 22(12.0%) respondents disagree, and 3(1.6%) respondents responded strongly disagree. To sum up, the management focuses on completing tasks than facilitating relationships in Abyssinia bank.

In Item ten, 75(40.8%) of respondents replied agree, 20(10.9%) of respondents replied strongly agree and 34(18.5%) respondents replied neutral. On the other hand, 52(28.3%) of respondents replied disagree and 3(1.6%) of respondents strongly agree on the issue. Based on the above data the researcher concludes that enough time is allowed for thoughtful consideration and consensus building in Abyssinia bank.

In the last item of this section, 74(40.2%) of respondents responded disagree, 5(2.7%) of respondents responded strongly agree. On the other hand, 70(38.0%) of respondents responded agree, 19(10.3%) respondents responded strongly agree and 16(8.7%) respondents remained neutral about the issue. Based on the above data, the Abyssinia bank is not on the correct path to meet its future goals.

#### 4.7. Correlation Analysis

The correlation analysis examines whether the variables tend to change in relation to each other. It was conducted to determine if there is any relationship between the variables in the study.

		<b>Correlation</b>	
		Corporate Culture	Organizational communication
Corporate Culture	Pearson Correlation	1	.611**
	Sig. (2-tailed)		.000
	N	184	184
Organizational Communication	Pearson Correlation	.611**	1
	Sig. (2-tailed)	.000	
	N	184	184

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

Table 12

Based on the output of SPSS indicated table 12, we can see the association between the two variables. The relationship between corporate culture and organizational communication shows .611 which means the two variables had a positive relationship. Table 12 presents the Pearson correlation coefficient between corporate culture and organizational communication, based on data from 184 respondents. The analysis reveals a moderately strong positive correlation between the two variables, with a Pearson correlation coefficient of  $r = 0.611$ .

The P – value is 0.000, which is less than the significance level of 0.01, indicating that the correlation is statistically significant at the 1% level (2-tailed). This implies that there is a significant positive association between corporate culture and organizational communication. In other words, improvements in corporate culture are likely associated with improvements in organizational communication and vice versa.

## **4.8. Qualitative Data Analysis**

This part presents the analysis of interview responses of communication manager and top management. For better understanding interviewees are coded as interviewee B01 and interviewee B02, who were informants from head office of Abyssinia bank.

### **4.8.1 Understanding about Organizational Communication**

Interviewees were asked how they define the term organizational communication. They defined it by saying:

“In my view, it is said that B01 organizational communication is the way in which information is exchanged and understood within an organization. It uses or encompasses various forms of communication, including verbal, nonverbal, written and digital interactions among employees, teams and management.” This definition highlights multidimensional nature of communication within organizations, emphasizing both the process of exchange and the forms it can take.

Similarly, interviewee B02 described organizational communication as:” organizational communication is the process exchanging ideas, information or message within the organization.”

BoA2 further elaborated on the types of communication, nothing:

“There are different types of organizational communication applied in Abyssinia bank and other organizations as well. These are internal communication and external communication. B02 elaborated the two types of communication as follows. Internal communication is a communication that we communicate within a company. External communication is a communication that we communicate with the bank’s stakeholders.”

In addition, she noted, the modes of communication utilized in their organization: “There are different modes of communication (written, verbal, nonverbal or digital), which are practiced in our company.”

From the interview responses, it is evident that both interviewees possessed a sound understanding of organizational communication. They identified it as a process of exchanging information and meaning, incorporating various forms (verbal, nonverbal, written, digital) and types (internal and external) of communication.

## 4.8.2 Organizational Culture of BoA

Interviewees were requested to talk about the organizational culture of Abyssinia Bank as follows. BoA1 defined organizational culture as:

“Organizational culture in Abyssinia Bank typically encompasses the values, beliefs, behaviors and practices that shape how employees interact with each other and with clients.” She emphasized several core cultural dimensions that define the bank’s work environment.

Customer focus: “The very basic culture of Abyssinia Bank is customer focus: BoA, prioritizes customer service and satisfaction. Employees are often trained to understand customer needs, provide personalized service, and build long term relationships.”

Risk Management:” Given the financial nature of the business, BoA emphasizes a culture of risk management. Employees are encouraged to identify, assess and mitigate risks associated with lending investments and other financial activities.”

Compliance and Ethics:” Due to stringent regulations in the financial industry BoA typically fosters a culture of compliance and ethical behavior. Employees are expected to adhere to laws and regulations and uphold the BoA’s ethical standards.”

Teamwork and Collaboration: BoA promotes a collaborative environment where employees work together across departments to achieve common goals. This teamwork can enhance problem solving and innovation.” Here she added, “teamwork and collaboration are a must for all banks, even if it is one of the values of BoA.”

Integrity and Honesty:” The very basic for BoA Organizational culture is employees must have integrity and honesty.” She concluded that the organizational culture of BoA is shaped by a combination of customer compliance, performance orientation, innovation, teamwork and a commitment to ethical practices, all of which are essential for success in the highly regulated financial industry.

B02 approached the concept of organizational culture by emphasizing shared values and responsibility. She stated:” organizational culture is all about shared responsibility.” She explained that: “culture in the organization is about value. For example, if the organization values integrity, it will have employees who have integrity. If the organization values communication, the company will have intimate or close relationships with employees like a family.” She highlighted the top-down nature of cultural formation:” It often started from the top and was sustained by

everyone in the organization. Mostly Organizational culture is shaped by founder or top-level management of the company.” In the context of Abyssinia bank: “The founders of Abyssinia bank and top-level managements formed the organizational culture of Abyssinia bank. Besides, employees of the bank may also contribute to the formation of the company’s culture.”

Generally based on the interviews: BoA1 provided a detailed, structured overview of core cultural pillars in Abyssinia Bank, including customer orientation, risk awareness, compliance, ethics, teamwork and integrity.

BoA2 emphasized organizational values, the influence of leadership, and the collective role of employees in shaping and sustaining culture.

Based on the interview the researcher concludes that the analysis suggests that Abyssinia Bank’s dominant organizational culture is characterized by hard work, teamwork and collaboration, task centered approach and strong emphasis on customer service, ethical behavior and risk management. Both interviewees demonstrate a shared understanding that the culture is blend of leadership influence, employee responsibility, and value driven practices, contributing to the bank’s performance and regulatory compliance.

#### **4.8.3 Overall practice of Organizational communication in BoA**

B01described organizational communication at Abyssinia Bank as a vital mechanism for supporting the institution’s daily operations and regulatory requirements: “Organizational communication in BoA is a critical practice that facilitates the smooth operation of the day today activity of the bank’s financial services, ensures compliance with regulations, and enhances customer relations.” She further explained that communication within the bank is divided into two categories.” Broadly it has internal and external communication. For instance, the internal communication that delivers within the organization within its employees and the communication that is outside with its stakeholders, which we manage in external communication.” However, despite its importance, BoA1 was cautious about evaluating its effectiveness: “But it is difficult to say the communication practice in Abyssinia bank is effective.”

BoA2 acknowledged organizational communication is practiced in the bank, but she also raised concerns about its adequacy and quality:

“The overall practice of organizational communication is good but not adequate.” She observed inconsistency in how information is shared among employees: “Employees got different information in different alternatives about the company’s information.” Nonetheless, she pointed out a positive aspect. ” There is information consistency that helps the employees understand the company’s performance.” The researcher got contradictory information here. The qualitative data shows the communication practice in Abyssinia bank is not adequate.

B02 also linked communication practices with the bank’s leadership style and task-centered approach, expressing concern that focusing too heavily on tasks may undermine effective communication and employee engagement: added Employees got different information in different alternatives about the company’s information. She added that there is information consistency that helps the employees with the company’s performance. “The leadership style of BoA impacts the culture and communication of Abyssinia bank. To achieve specific objectives, we follow a task-centered approach. This may decrease the importance of communication and employee engagement.” She further explained: “When we focus only on tasks, we may lower the value of communication, and it may be difficult to understand how many employees are engaged. A task centered approach makes us focus only on completing tasks rather than communication. This may affect the practice of organizational communication.”

In conclusion, BoA2 stated: The overall practice of organizational communication of Abyssinia Bank, especially internal communication practice is relatively good.”

From the interviews, we can observe the following:

BoA1 views communication as essential to operational efficiency and regulatory compliance but acknowledges that it is not effective overall.

BoA2 agrees that communication is present but finds it inadequate, particularly due to the bank’s task-centered culture, which limits engagement and open information flow. Based on the responses, the researcher concludes that the organizational communication practice in Abyssinia Bank is generally insufficient, particularly regarding internal communication consistency and its integration with employee engagement. While some efforts are being made, the task centered leadership style appears to limit the development of a more open and collaborative communication environment.

#### **4.8.4. Channel of Communication in Abyssinia bank**

Informants were asked to describe the communication channels used in Abyssinia Bank. Both interviewees highlighted the use of structured, formal methods, particularly for internal communication, while also noting the presence of external communication strategies through various media platforms. The interviewee B01 began her response by emphasizing the role of formal structures in shaping communication within Bank. “BoA typically have well defined hierarchical structures, leading to formal communication channels. This includes regular meetings, reports, memos and official emails to ensure that information flows efficiently from upper management to staff and vice versa.” She detailed how external communication is managed:

The outside organizational communication in BoA is characterized by structured formal channels, or sometimes informal.” BoA may address its information through the public via media like

- 1.Broadcast media that includes television and radio, which transmit content to audiences through electromagnetic waves.
- 2.Print media. This includes newspapers, magazines and other printed publications that distribute information in physical form.
- 3.Digital media: This category includes online news websites, streaming services and social media platforms that provide news and entertainment.

She further explained:

“Abyssinia bank has a formal telegram, Face book LinkedIn pages that the bank reaches its customers regularly .” On internal communication, she noted; “ We have e-mails and different written interdepartmental memos, and we have portal pages that update the staff in all directions. “ While, for external communication or communication with stakeholders BoA used broadcast, print and digital media.

BoA2 emphasized similar tools for internal communication, stating: “primarily we use formal letters, memos, outlook e-mail, portal, staff telegram and telephone for internal communication.” She added a point about leadership influence: “ This is sometimes influenced by leadership.” Despite this, she confirmed the accessibility of information: “Employees can get basic information because we have a good internal communication -our channels are technology-based.” Here she added employees can

get basic information because we have good internal communication, our channels are technology based.

Based on the above information the researcher concludes that e-mail, telephone, websites, regular meetings and formal letters are communication channels applied in Abyssinia bank.”

In summary, BoA1 highlighted both internal and external communication channels, nothing strong on formal hierarchical communication structures, supplemented by broadcast, print, and digital media for external outreach.

BoA2 focused on internal communication, pointing out the use of emails, memos, portals and telephones, while also noting that communication effectiveness may vary depending on leadership.

Based on both responses, the researcher concludes that email, telephone, websites, regular meetings and formal letters are the primary communication channels used in Abyssinia Bank, supported by digital platforms for timely updates and information sharing.

#### **4.8.5. The role of corporate culture and Organizational Communication in Building a good image and Reputation in BoA**

Information was asked to describe the role of corporate culture and organizational communication in shaping the image and reputation of Abyssinia Bank. Both interviewees emphasized the strategic importance of these elements in cultivating trust identity, and long-term success. BoA1 emphasized the strategic value of communication in the banking sector:

“Organizational communication is essential for building and sustaining a positive image and reputation in the banking sector. By fostering transparency, engaging stakeholders, promoting consistent messaging and managing crisis effectively. BoA can cultivate trust and loyalty among their customers and broader community.” She highlighted the interrelationship between corporate culture and communication. “This strategic approach not only enhances the BoA’s reputation but also contributes to long-term success in a competitive industry. This corporate communication is shaped by corporate culture.” She further clarified: “corporate culture shapes communication, employees interacting with each other. Therefore, corporate culture and

organizational communication is the two closely related terms that have crucial role in building positive image reputation of Abyssinia bank.”

Bo2 similarly stressed the link between communication, culture, and reputation, stating: “Corporate culture and organizational communication plays a significant role in building good image and reputation and brand identity.” She elaborated on the importance of employee engagement and awareness: “If employees have better and adequate information about the bank, they defend the company at anytime and anywhere outside the company.’ Because each employee serves as PR of their company. “ To support this, she explained the need for communication to be inclusive and responsive: ”When we say this, organizational communication must be transparent and two ways, and feedback oriented.” She added that communication is also tied to training and performance monitoring: ‘When new strategies are planned, there may be training and communication that help them to know the current performance of the company. There also are quarter reports that are sent from top management to lower-level employees.” Finally, she concluded with the importance of trust: “Employees are developed trust and transparency, therefore go further in building and sustaining a good image and reputation of our company.”

To summarize, BoA1 emphasized the role of organizational communication as a strategic tool for building trust, managing stakeholder relationships, and enhancing the bank’s reputation. She stressed that communication is deeply shaped by corporate cultureBoA2 highlighted the importance of internal communication transparency, two-way feedback, and employee engagement in shaping brand identity and organizational reputation. She pointed out that employees act as informal representatives of the bank and must be wee-informed.

Based on the interview responses the researcher concludes that corporate culture and organizational communication play a significant and interconnected role in building the image, reputation and brand identity of Abyssinia Bank. Transparent, consistent and feedback-oriented communication, rooted in a strong corporate culture, enhances trust, employee loyalty and public perception.

#### **4.8.6 The relationship between corporate culture and organizational communication in Abyssinia bank**

Key informants were requested to talk about the relationship between corporate culture and organizational communication of Abyssinia bank. Both interviewees

emphasized a strong and positive interdependence between the two concepts, suggesting that each reinforces the other. BoA1 described the relationship as inseparable: “Culture and communication in Abyssinia bank are inseparable. Culture in our company serves as a guideline that helps us how to communicate and interact with each other.” She Emphasized that communication practices are shaped by the organization’s culture: “Organizational communication in Abyssinia bank is practiced based on the company’s culture. Information is shaped by culture and disseminated to employees and stakeholders.” She added, “Culture shapes how employees interact with each other and clients. On the other hand, communication improves and sustains this culture. Therefore, culture and communication have a positive relationship in Abyssinia bank.”

B02 also emphasized the mutual reinforcement between the two elements “corporate culture and organizational communication are deeply interconnected in our company. Corporate culture shapes the flow of communication. On the other hand, organizational communication re-reinforces corporate culture.” She provided an example to illustrate the connection:

“Strong culture leads effective communication, for example if there is close management employee relationship, the communication practice will be clear and open.” She concluded by reaffirming the connection:

“Therefore, corporate culture and organizational communication in Abyssinia bank are very interrelated terms.”

To summarize, BoA1 emphasized that corporate culture sets the foundation for how communication occurs within the organization, influencing how information is shared internally and externally. She pointed out that communication also plays a role in sustaining and reinforcing the culture.

BoA2 similarly argued that culture shapes the direction and tone of communication, while communication reinforces and strengthens cultural norms. She highlighted that strong, healthy culture promotes transparent and effective communication.

Based on the above responses, it can be concluded that corporate culture and organizational communication are closely tied and positively related in Abyssinia Bank. The two variables mutually influence and reinforce each other, contributing to the bank’s internal cohesion and effective information flow.

#### **4.8.7. Possible Recommendations by key Informants for future improvement of organizational communication**

The researcher requested the two key informants to recommend future improvement of organizational communication at Abyssinia bank. They put their possible recommendation as well. B01 recommended by saying 'Currently Abyssinia bank's organizational communication is not that effective. She further justified that, to make organizational communication more effective, several strategies and practices has to be implemented. For instance; establishing clear communication channels, promote transparency, encourage two way communication by practicing feedback mechanism and active listening, foster positive organizational culture and celebrate successes, measuring communication effectiveness, align communication with organizational goals and develop a crisis communication plan by providing proactive mechanism for preparedness, there must be open and two way communication, Intranet, local area network(LAN),feedback mechanism, open discussion ,diversified communication channel, employees continues training ,measuring the effectiveness of communication regularly.

By implementing these strategies, Boa can enhance its organizational communication, leading to improved employee engagement, customer satisfaction and overall reputation in the marketplace. Effective communication not only supports operational efficiency but also fosters a culture of collaboration and trust within the organization.

### **4.9. Discussion of main Findings**

#### **4.9.1 Overall organizational communication Practice**

This section discusses the results from the questionnaire and in-depth interviews in relation to the study's objective, research questions and existing literature on the study variables.

The findings from the questionnaire and in-depth interview indicated that in Abyssinia bank, disseminating up to date information to employees gained less attention. If up to date information is not facilitated properly, quality-based tasks will not be accomplished. Here we can clearly understand that getting up to date information is the most significant.

In relation to top management providing the kinds of information the employees really want. Employees indicated that they did not get the kinds of information they

really want. This implies there are communication gaps or inefficiencies within the organization. Therefore, improved information sharing and communication within the organization must be applied.

The research also revealed that most respondents believed that the message they received from their immediate boss is not clear. There may be a lack of clarity or effectiveness in how supervisors convey information, so it needs better communication practices and clearer, more consistent messaging from management.

Generally, the data that obtained from questionnaire indicated that the overall organizational communication in Abyssinia bank is weak. The researcher gets contradictory information. The interviewees of Abyssinia bank described the overall practice of organizational communication is relatively good.

#### **4.9.2. Corporate Culture of Abyssinia bank**

The findings of the study indicated that most employees in Abyssinia bank do not get the cooperation they need. Several possible issues within the organization's work environment or culture. This situation suggests a collaborative and productive workplace.

In relation to information that is not openly shared in Abyssinia bank, most respondents responded that information in Abyssinia bank is not openly shared. This situation suggests a need for cultural change toward openness, improved communication system, and leadership practices that encourage information sharing trust.

The quantitative data indicated that personal needs in Abyssinia bank are not acknowledged. They also described the management focuses on completing tasks than facilitating relationships in Abyssinia bank. Qualitative data also illustrates that the bank follows a task centered approach which may give less attention to communication practice that can hinder a positive relationship. Employees are participating in establishing work rules in Abyssinia Bank. The very basic culture of Abyssinia bank is customer focus:

The quantitative data indicated that employees did not get the cooperation they need, but the qualitative data indicated hard work, teamwork and collaboration and is known by task centered approach. Here the researcher gained contradictory data.

### **4.9.3. Role of Organizational Communication**

The obtained data from quantitative and qualitative information indicated that information related to organizational goals are clear, the power of communication builds the company's image and reputation, the working culture of Abyssinia bank is clear, but most respondents said stakeholders were not attracted by company's communication.

Related to shared vision in Abyssinia bank most respondents said there is not a shared vision that is well known by the staff.

### **4.9.4. Channels of Communication in Abyssinia bank**

The qualitative and quantitative data indicated Abyssinia bank uses different communication channels. E-mails, telephones, staff telegrams, formal letters, regular meetings, websites and social media. Broachers and face to face communication are less applicable in Abyssinia bank. It is important to use various communication channels but measuring the effectiveness of those channels must be considered. The qualitative data also indicated that Abyssinia bank used different channels.

This includes regular meetings, reports, memos and official emails to ensure that information flows efficiently from upper management to staff and vice versa. Additionally, Abyssinia bank used formal telegrams, Face book LinkedIn pages where the bank reaches its customers regularly. She elaborated, for internal communication, we have e-mails and different written interdepartmental memos, and we have portal pages that update the staff in all directions.

# CHAPTER FIVE

## 5 Summary of Findings, Conclusion and Recommendation

This is the last chapter of a thesis. In this chapter, a summary of findings, conclusion and recommendation were presented.

### 5.1 Summary of findings

The overall findings of this study show the corporate culture and practice of organizational communication, and communication channel utilized in Abyssinia bank. On this regard, employees do not get up to date information, top management is not providing different kinds of information for employees they really want, employees are not receive information the source they prefer, communication from other department is inaccurate, the immediate boss of employees of Abyssinia bank does not welcome employees feedback, the directives that come from top management is not clear. Different communication channels were utilized, supervisors rarely welcomed employee feedback and staff were unsafe to express ideas or opposing views. Ashared vision was lacking information was not openly shared and cooperation among employees was limited. Management focused more on tasks than relationships, and personal needs were not acknowledged.

Overall, a positive link was found between corporate culture and organizational communication, highlighting the need for cultural and strategic communication improvements.

### 5.2 Conclusion

The research has identified several significant communication gaps within Abyssinia bank that impact both internal and external relationships. Firstly, the corporate communication manager failed to disseminate timely and up to date information, resulting in employees being uninformed about essential updates. Additionally top management's lack of attention to delivering information in a format that employees prefer has contributed to inefficiencies. Communication between departments is often inaccurate, leading to misalignment, while immediate supervisors have not fostered an environment where feedback is welcomed or valued.

Furthermore, directives from top management often lack clarity, creating ambiguity, in expectations and hindering effective communication. Employees feel restricted in expressing their ideas. There seems to be a lack of openness in communication channels. The absence of a shared vision across the organization further weakens the collective sense of purpose, and stakeholders are not effectively engaged by Abyssinia bank's communication efforts.

Despite the use of multiple communication channels, such as emails, formal letters, regular meetings, telephone, social media and websites, the information remains inadequate. This has in a culture where personal needs are overlooked, employees do not feel comfortable sharing opposing views. Moreover, management's focus on task completion rather than relationship building has hindered a collaborative work environment.

On a positive note, there is a noticeable relationship between corporate culture and organizational communication, suggesting that improvements in communication practices could foster stronger connections and better overall outcomes for the bank.

In conclusion, the Abyssinia bank must prioritize enhancing communication strategies, especially in the areas of feedback, clarity, employee engagement, and transparency. Fostering a culture of open communication and a shared vision will significantly improve both internal relations and external stakeholder engagement.

### **5.3 Recommendations**

Depending on the findings the following recommendations are given.

1. Lack of structured internal communication platforms, establish and actively utilize to enhance internal communication.
2. Limited feedback and two-way communication: encourage employee and stakeholder feedback through formal and informal channels and promote two-way communication by implementing active feedback mechanisms and fostering active listening.
3. Weak corporate culture: Strengthen the corporate culture to value communication as a core component of success and promote transparency by openly sharing information across all levels.
4. poor measurement of communication effectiveness: Regularly measure and evaluate the effectiveness of communication strategies and tools and conduct ongoing

research on organizational communication practices to identify areas for improvement.

5. Less alignment between communication and organizational goals: align all efforts with the organization's strategic vision and success metrics and develop and communicate a shared vision to ensure consistency and clarity across the organization.
6. Personal needs were not acknowledged: acknowledge and respect the personal needs of employees and ensure employees feel safe expressing opposing views or giving critical feedback without fear of consequences

To practice effective organizational communication in the banking industry in general and Abyssinia bank in particular, several strategies and best practices must be implemented. For instance, fostering a positive corporate culture, measuring communication effectiveness, encouraging two-way communication, utilizing technology effectively, developing a crisis communication plan by providing proactive mechanisms for preparedness are the most common points.

By implementing these recommendations Abyssinia Bank can improve its communication practices, enhance employee satisfaction, and strengthen relationships with stakeholders. The goal should be to create a more transparent, inclusive, and collaborative environment that supports both individual and organizational growth.

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## **Appendix I**

Interview guide for corporate communication directors

1. What is your definition of organizational communication?
2. Please tell me about your organizational culture
3. How do you describe the overall practice of organizational communication in BoA?
4. What type of communication channel is used in BoA?
5. What is the role of organizational communication in building image and reputation in BoA?
6. What is the relationship between corporate culture and organizational communication in Abyssinia bank?
7. What is your recommendation for the future improvement of organizational communication practice?

## **Appendix II**

### **Research Questionnaire**

#### **Addis Ababa University School of Journalism and Communication**

#### **Master's Program in Public Relation and Strategic Communication**

Dear respondents, the purpose of this study is to investigate the corporate culture and organizational communication in the banking industry, empirical evidence from Abyssinia bank. This research will be investigated to investigate how communication in Abyssinia bank is practiced, what the working culture of Abyssinia bank seems like. You are kindly requested to provide your accurate to provide your accurate responses for the given questions. The responses you reveal are of great importance to the research findings of this study. Feel free to respond since your responses will only be used for research purposes.

**Thank you in advance to your cooperation!**

Please tick in the provided box with a right mark that describes your answer

Demographic background

1. sex            Male                       Female
2. Age 20 -24  25-29  30-34  35-39  40-44  45 and above
3. Level of education    Diploma  Bachelor degree  master's degree  PhD
4. Year of Service < 2 years  3- 5 years  6-8 years  9- 11 years  12-14 years  15 and above
5. Position  High level manager  Middle level manager  Employee

#### **Measuring the practice of corporate culture and organizational communication**

Rate the following statements according to how you feel about the practice of corporate culture and organizational communication you receive in your current position. Indicate your choice by placing the right sign under your answer choice based on the following Likert scale.

- 1. Strongly Agree**
- 2 Agree**
- 3. Neutral**
- 4. Disagree**
- 5. Strongly Disagree**

Part one; Practice of organizational communication	1	2	3	4	5
6. I get up to date information from the communication directorate					
7.Top management provides you with the kinds of information you really want					
8.The message I received from my immediate boss is clear					
9.You receive information from the source that you prefer					
10.Communication from another department is accurate					
11.My immediate boss welcomes my feedback					
12.Employees are afraid to express ideas because they never get credit for them					
13.The directives that come from top management are clear					
14.You resolve disagreements through communication					
15.Employees are freely expressing their ideas.					
<b>Part two; Role of Organizational Communication</b>					
16.Organizational Communication contributes to creating awareness of company's objectives					
17.Stakeholders are attracted by bank of Abyssinia's organizational communication					
18.The power of communication in BoA builds reputation.					
19.The power of communication in BoA builds good image					
20.There is a shared vision that is well known by the staff.					
21.The working culture of BoA is clear					
22.Information regarding organizational goals of BoA are clear.					

Part three; Communication Channel Usage						
23.The extent to which organization uses emails						
24.The extent to which organization uses letters						
25.The extent to which organization uses meetings						
26.The organization uses face to face communication						
27.The extent to which organization uses telephone						
28The extent to which organization uses websites						
29.The extent to which organization uses social medias						
30.The extent to which organization uses Broachers						
31.PR practitioners see themselves as professionals						
32.PR practitioners of BoA have knowledge and skill and attitude the profession needs						
Organizational Culture						
33. I usually get the cooperation I need						
34.Personal needs are acknowledged						
35.The organization provides specific programs to facilitate my work						
36.Information is openly shared in BoA						
37.People feel comfortable to openly express contrary views						
38.Employees are empowered to make their own decisions						
39.Employees participate in establishing work rules						
40.People are encouraged to go outside formal procedures to achieve goals						
41. The management focuses on completing tasks than facilitating relationships						
42. Enough time is allowed for thoughtful consideration and consensus building						
43.BoA is on its correct path to meet its future demands						



**አቢሲንያ ባንክ**  
**Bank of Abyssinia**

**የሁሉም ምርጫ!**  
**The Choice for All!**

መጋቢት 30 ቀን 2017 ዓ.ም.  
አባጣ/371/17

**ለአዲስ አበባ ዩኒቨርሲቲ ሚዲያና ኮሚኒኬሽን ትምህርት ክፍል  
አዲስ አበባ**

**ጉዳይ:- ለወይ. ባንችአለም በላይነህ ትብብር የተደረገ መሆኑን ስለማሳወቅ፤**

የካቲት 27 ቀን 2017 ዓ/ም በቁጥር ጋ/ኮ/ት/264/2017 በተጻፈ ደብዳቤ ተማሪ ባንችአለም በላይነህ በሚዲያና ኮሚኒኬሽን ት/ቤት በሕዝብ ግንኙነትና ስትራቴጂክ ኮሚኒኬሽን ት/ክፍል የሦስተኛ ዓመት የማስተርስ ተማሪ መሆኗን ገልጻችሁ የመመረቂያ ጥናቷን እየሰራች ስለሆነ መረጃ በመስጠት እንድንተባበራት ጠይቃችሁናል፡፡

ስለሆነም፣ ለተማሪ ባንችአለም በላይነህ ጥናቱን ለማከናወን መረጃ በመስጠት ትብብር ያደረግንላቸው መሆኑን በአክብሮት እናሳውቃለን፡፡

ከሠላምታ ጋር፤

*[Handwritten signature]*  
ኤልሣቤት ገብሩ  
ሥራ አስኪያጅ-ኮርፖሬት ኮሚኒኬሽን

