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**SCHOOL OF JOURNALISM AND COMMUNICATION,
DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION**

**ASSESSING THE ROLE OF ORGANIZATIONAL CULTURE IN SHAPING INTERNAL
COMMUNICATION PRACTICES: THE CASE OF ATI**

BY

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ADDIS ABABA, ETHIOPIA

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**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
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ACRONYMS

ATI	Ethiopian Agricultural Transformation Institute
CSQ	Communication Satisfaction Questionnaire
CSV	Competing Value Framework
OCAI	Organizational Culture Assessment Instrument
SPSS	Statistical Package for Social Science

ABSTRACT

This study aims to assess the role of organizational culture in shaping the internal communication practices within the Ethiopian Agricultural Transformation Institute (ATI), using the Competing Values Framework (CVF) as its theoretical foundation. Despite the critical role of communication in development-oriented organizations, limited research has examined how organizational culture influences communication dynamics, particularly in the Ethiopian context. This study addresses this gap by investigating the relationship between cultural dimensions and communication practices at ATI.

A quantitative research approach was employed, utilizing structured questionnaires distributed to 195 respondents selected through stratified random sampling. The findings reveal a mixed cultural environment at ATI, with dominant characteristics reflecting Clan and Adhocracy cultures—emphasizing collaboration, innovation, and risk-taking—alongside Market and Hierarchy cultures, which prioritize results and structured processes. Correlation analysis demonstrates that communication practices are strongly and positively associated with dominant characteristics ($r = 0.798$), moderately associated with employee management ($r = 0.543$) and organizational glue ($r = 0.567$), and weakly associated with organizational leadership ($r = 0.398$). Regression analysis further highlights that dominant characteristics ($\beta = 0.860$) and organizational glue ($\beta = 0.390$) significantly enhance communication practices, contributing to improved knowledge-sharing, alignment, and organizational productivity.

The study recommends strategies to strengthen communication practices, including improving team alignment, fostering trust and respect, enhancing work climates, and promoting continuous, unbiased information exchange. By addressing the interplay between organizational culture and communication, this research provides valuable insights for developmental institutions aiming to optimize communication practices and foster a cohesive, goal-oriented culture.

This work fills a critical gap in understanding how culture shapes communication in development-focused organizations, offering both theoretical contributions and practical recommendations for enhancing communication effectiveness in similar institutional contexts.

Key words: organizational culture, communication practice, Competing Value Framework (CVF), Dominant Characteristics, organizational Leadership, Organizational glue, Employee management.

CHAPTER ONE

1 INTRODUCTION

Organizational culture is a critical aspect that shapes an organization's characteristics, establishes a competitive edge, and significantly impacts the company's long-term financial success. (Cameron and Quinn, 2011). According to Denning, organizational culture serves as a space where members of an organization can develop a shared understanding, align on current events, comprehend organizational challenges, and grasp the expectations set by their institution (Denning, as cited in Forbes, 2011).

Organizational communication is an intricate and ongoing process wherein members of an organization establish, sustain, and alter the organization itself. (Joann Keyton, 2011)

Understanding and evaluating the organizational culture and its impact on the communication practice of an organization can provide valuable insight into an organization's function, productivity, and ultimately ability to achieve its goals. In the context of the Ethiopian Agricultural Transformation Institute (ATI), where knowledge transfer and collaboration play a central role in driving innovation and agricultural transformation, analyzing the organizational culture's impact on communication becomes even more important. The Competing Values Framework (CVF) offers, a theoretical lens for analyzing and comprehending different elements of organizational culture. Developed by Cameron and Quinn (2011), CVF classifies organizational culture into four sections, representing different values and conventions, namely clan, adhocracy, hierarchy, and market. These quadrants capture distinct approaches to communication, decision-making, and organizational structure, allowing researchers to explore how these cultural dimensions influence and shape patterns of communication within an organization.

Using CVF as a theoretical framework, this study will aim to study organizational culture impact in the specific context of the Agricultural Transformation Institute (ATI). By applying CVF, we aim to identify the dominant cultural values within the institution, and examine these values manifest in communication practices. This chapter will explain the overall research. The background of the study articulated, with following sections such as the organizational overview of ATI, the importance of the study, the objectives of the study, Research questions, Research design; the Significance of the study, the scope of the study, limitations, and structure will be elaborated.

As mentioned above communication is a vital element for development-oriented government organizations such as the ATI, where knowledge exchange, collaboration, and innovation are essential elements; effective organizational communication is crucial for driving agricultural transformation and achieving sustainable development goals.

The Ethiopian Agricultural Transformation Institute (ATI) Catalysing was established to catalyse change in the Ethiopian Agriculture sector. It was designed to practice innovative, advanced technologies and efficient market systems to address the bottlenecks of Ethiopian agriculture. The establishment of ATI marked a strategic shift towards a more focused and systematic approach to tackling agricultural challenges (ATI Annual Report, 2015).

The Ethiopian Agricultural Transformation Institute (ATI) formerly known as Ethiopian Agricultural Transformation Agency (ATA) was established in 2010 as one of the Ministry of Agriculture affiliates dedicated to the comprehensive and sustainable transformation of Ethiopian Agriculture. ATI is a delivery-oriented government institute formed to accelerate the transformation of Ethiopia plays a significant role in addressing systemic bottlenecks in the agriculture sector, enhancing productivity, improving livelihoods, and ensuring food security through innovative and evidence-based approaches. “ATI’s mission is to catalyze the transformation of Ethiopian agriculture by identifying systemic constraints and developing innovative solutions to enhance productivity, ensure food security, and improve the livelihoods of smallholder farmers.” ATI envisions a “Transformed and sustainable agriculture sector that contributes to economic development, environmental sustainability, and improved quality of life for all Ethiopians” (ATI Annual Report, 2015).

By conducting an in-depth analysis of the organizational culture within the ATI, this study aims to generate valuable knowledge and practical recommendations for improving communication practices and developing a positive and effective culture that supports innovation, knowledge-sharing, and collaboration. These findings can serve as a foundation for future initiatives and strategies that aim to enhance organizational communication in agricultural institutions.

1.1 Statement of the Problem

Organizational culture is a key factor in shaping communication practices, which are essential to organizational success. In the case of ATI, communication is critical not only for internal collaboration but also for knowledge dissemination and external partnerships. However, despite the centrality of communication to ATI’s operations, there is limited research on how the organization’s culture influences these practices.

While research on organizational culture in Ethiopia has primarily focused on corporate performance and leadership, the specific relationship between culture and communication practices in development-oriented institutions like ATI has not been thoroughly investigated.

This study seeks to fill this gap by exploring how the dominant cultural characteristics at ATI impact its communication practices. In doing so, it addresses the broader need for understanding how culture influences communication dynamics in organizations that operate in the public and development sectors in Ethiopia.

By influencing how its members understand the world and behave, organizational culture contributes to the formation of other organizational and management elements. Top management chooses strategy and creates organizational structure based on the values and norms of the company culture; managers mould their leadership style; employees specify their needs and goals; and the human resource manager creates the pay plan for the organization. The fact that various organizational culture kinds and types have varying effects on management and organizational components is one tangible example of how organizational culture affects both (Rashid, 2003). The management of organizational development is one of the crucial aspects of management that is influenced by organizational culture. Just as organizational culture affects every other facet of management; it also affects the choice of appropriate organizational growth. Shared cultural presumptions and beliefs inside an organization shape how managers and staff see the company and, consequently, how best to effect change within it. A group's culture can now be defined as a set of shared presumptions that the group learns as it works through issues of internal integration and external adaptation. These presumptions have proven effective enough to be recognized as valid, and as such, communication and organizational culture should be taught to new members as the proper ways to see, understand, and feel. Here, shared practices are the most important idea. Collective behaviour is the expression of organizational culture, which directs behaviour and is frequently implicit. It cannot be explained by surface knowledge or customs inside the organization. Similar to implicit knowledge, organizational culture is fundamentally non-conceptualized behaviour that is influenced by factors other than formal frameworks (Nordby, 2020).

Communication is the glue that keeps every society together (Asfaw Gedamu, 2015). The communication industry is important to every aspect of the country because of its ability to mobilize people at the grassroots level. Tefera (2020) in his study implied that the media has a big influence on how the public solves its problems as society evolves. In the study Tefera (2020) further showed that it is required of media companies to recognize the value of communication as a means of effectively resolving conflicts and creating a positive

organizational culture. The researcher also believes that there are communication problems between people in an organization, which can cause miscommunications or relationship problems. By fostering communication links between individuals and groups within an organization, organizational culture plays a critical role in preserving a secure work environment (Wanjama et al., 2010).

There is a lack of research on the impact of organizational culture on communication practice within development-oriented organizations in Ethiopia particularly in the ATI, hindering our understanding of how organizational culture shapes communication practices. Therefore, this study aims to investigate the impact of organizational culture on the communication practice of ATI using the Competing Values Framework (CVF) theoretical perspective.

Applying the CVF in studying organizational culture within the ATI will enable us to understand the prevailing cultural values and their impact on communication practices.

The specific problem this research addresses is the lack of knowledge regarding the organizational culture's influence on communication practice within the ATI. By assessing the organizational culture through the lens of the CVF, the researcher aims to identify the dominant cultural values within the ATI and assess how these values role in shaping the internal communication patterns.

Additionally, this study filled the existing gap in research on the relationship between organizational culture and communication practice within agricultural institutions. Most studies have focused on corporate settings, neglecting the unique challenges and dynamics present in agricultural organizations.

1.2 Objective

1.2.1 General Objective

This research assesses and analyses the relationship between organizational culture and internal communication practices within the Agricultural Transformation Institute (ATI), utilizing the Competing Value Framework (CVF) theoretical perspective.

1.2.2 Specific Objectives

- To identify and categorize the dominant organizational cultural value within the ATI based on the Competing Value Framework (CVF)
- To assess employees' general understanding of organizational culture in ATI

- To analyze the roles of organizational culture elements on the communication practices within the Ethiopian Agricultural Transformation Institute (Headquarter, and the four regional transformation centers) since it becomes an institute.

1.3 Research Question

- What is the dominant organizational cultural value within the ATI?
- How do the employees of ATI perceive the organizational culture of ATI?
- What is the role of organizational culture in shaping the internal communication practices within the ATI?

1.4 Significance of the study

The significance of this study lies in its potential to provide valuable insights into the communication dynamics within the ATI, allowing for a comprehensive analysis of strengths, weaknesses, and areas for improvement. This research will contribute to the existing literature on organizational culture, particularly within developmental institutions, providing a deeper understanding of how culture influences communication processes and outcomes. The findings may be useful for ATI and similar organizations in developing strategies to enhance communication effectiveness and foster a positive organizational culture that promotes innovation, collaboration, and knowledge-sharing.

This study on the role of organizational culture within the Agricultural Transformation Institute (ATI) holds several significant implications:

Practical Implications: Understanding the influence of organizational culture on internal communication practices, the ATI can foster a more positive work environment and enhance the institute's ability to achieve its mission.

Theoretical Contributions: This research contributes to the literature on organizational culture by applying the Competing Value Framework (CVF) theoretical perspective within a development-oriented organization context. This will provide a deeper understanding of the relationship between organizational culture and various communications outcomes, offering valuable insights for future research on similar topics.

Development Sector Impact: The findings of this study can benefit not only the ATI but also other developmental institutions. By examining the organizational culture within the ATI, this research can serve as a model for assessing the cultural impact on communication practices in

other developmental organizations, thereby improving overall efficiency, collaboration, and innovation within the sector.

Contribution to the communication field: The study's significance to the field of communication lies in its examination of how organizational culture, characterized by values, beliefs, and norms, influences employees' interpretation of situations, thereby intertwining with communication dynamics (Gaus, Tang and Akil, 2017). Putnam (1999) affirms that organizational culture has become integral to the study of organizational communication. Therefore, this research was considered relevant to the communication discipline as it aimed to uncover insights into communication practices within real organizational settings to comprehend the workings of organizational cultures.

1.5 Scope of the Study

Focus on the ATI: The study concentrated specifically on the organizational culture within the ATI, examining how it influences different aspects of organizational communication practices. By focusing on a specific institution, this research provided in-depth insights into the communication dynamics unique to the ATI.

Competing Value Framework (CVF): The study employed the CVF theoretical framework to assess the organization's culture. This model categorizes organizational cultures into four types based on competing values: clan, adhocracy, market, and hierarchy. By utilizing the CVF, the study identified which dominant culture prevails within the ATI and examine its impact on the communication practices.

1.6 Limitations of the Study

While this research aims to provide valuable insights into the organizational culture's impact on internal communication practice within the Agricultural Transformation Institute (ATI) using the Competing Value Framework (CVF) theoretical perspective, several limitations should be considered. These limitations include the following:

Generalizability: The findings of this study may not be generalizable to other organizations or industries. The ATI represents a specific context within the agricultural sector, and the communication dynamics within other developmental organizations may differ significantly. Therefore, caution should be exercised when applying the results of this study to different contexts.

Subjectivity: The assessment of organizational culture through the CVF theoretical framework relies on subjective perceptions of employees. Interpretations and understandings of the prevailing cultural values within the ATI may vary among individuals, potentially introducing biases in the data collected.

Response Partiality: In data collection the possibility of response bias. Participants may provide socially desirable responses or may not accurately recall or report their experiences with organizational communication. Efforts were made to minimize response bias by ensuring anonymity and confidentiality, as well as communicating the purpose and importance of honest and open responses.

CHAPTER TWO

2 LITERATURE REVIEW

This chapter reviews the existing literature on organizational culture and its role in internal communication practices. It begins by defining key concepts and theoretical frameworks, including the Competing Values Framework (CVF) and the Organizational Culture Assessment Instrument (OCAI), Organizational communication and overview other Ethiopian Agricultural Transformation Institute.

The four dominant culture types identified by the CVF theory are clan, Adhocracy, Market, and Hierarchy (Cameron & Quinn, 2011). offer a thorough framework for comprehending organizational culture. Distinct values, norms, and communication patterns that affect organizational effectiveness differently are characteristics of each culture type.

Schein defines organizational culture as mutual values, beliefs, and norms that define and differentiate behavior within an organization and serve as a framework for members to interact, interpret, and make decisions about their surroundings (2010). On the other hand, communication serves the organization by facilitating the exchange of information, ideas, and perspectives among individuals and groups. (Shockley-Zalabak, 2012).

The association between organizational culture and communication is deep-rooted as organizational communication falls under the cultural context of the organization determining how it functions, what message to convey, and how it is interpreted by the members of the organization (Cameron & Quinn, 2011). Understanding this dynamic relationship is important for enhancing organizational effectiveness, fostering collaboration, and promoting a positive work environment. The CVF theory offers a comprehensive framework for understanding

organizational culture by identifying four dominant culture types: Clan, Adhocracy, Market, and Hierarchy (Cameron & Quinn, 2011). Each culture type is characterized by distinct values, norms, and communication patterns that impact organizational effectiveness differently. The chapter obtains an overview of existing literature to define organizational culture, organizational communication, and the CVF theory and its instrument. By examining key concepts such as dominant characteristics, organizational glue, and leadership, the review sets the stage for analyzing how these elements influence communication practices within the Ethiopian Agricultural Transformation Institute (ATI).

2.1 Organizational Culture

According to Rockefeller, organizations have their logic that develops through time and is reinforced by the weight of custom and habit (Rockefeller, 1973, p. 72). In contemporary organizational theory, this notion is commonly associated with the concept of organizational culture. Schein offers a definition of organizational culture as a set of fundamental assumptions formed by a group as it addresses external challenges and internal cohesion, eventually becoming established enough to be transmitted to new members as the appropriate way to perceive, think, and respond to these challenges (Schein, 1985, p. 9). Schein suggests that understanding organizational culture is crucial for comprehending why organizations evolve, adapt, face setbacks, and sometimes engage in seemingly irrational behavior (Schein, 1985, p. 1).

Within organizational theory, the idea of organizational culture has become a relatively new and controversial topic (Reichers and Schneider, 1990; Martin, 2002). The lack of a generally accepted definition and the difficulty of distinguishing it from related concepts are the main causes of the heated discussions surrounding this idea (Cameron and Ettington, 1988, p. 357). Crucial to this discussion is the understanding that organizational culture includes a wide range of intangible components such as values, beliefs, assumptions, perceptions, behavioral norms, artifacts, and behavior patterns (Reichers and Schneider, 1990). Similar to a person's personality, organizational culture acts as a unifying but hidden element that gives the organization purpose, direction, and coherence (Shafritz and Ott, 1992, S. Schneider, 1994; 481). Schein also argues that the common, often unconscious patterns of thought and action that define organizational culture have a significant and lasting influence on organizations (1996). Therefore, researchers such as Martin et al. emphasize the importance of researching organizational culture to separate and interpret different aspects of organizational life and to improve our understanding of the attitudes, beliefs, and behaviors of organizational members

(1997, p. 3). Schein emphasizes that understanding these abstract organizational variables is necessary to understand an organization's current behavior.

The debate over whether organizations "are" or "have cultures" represents a central point of contention in discussions about the origins of organizational culture. Anthropological thinking suggests that organizations themselves embody cultures, while sociological perspectives argue that organizations view cultures as separate units. In the anthropological tradition, organizational culture is viewed as a dependent variable, while sociological perspectives view it as an independent variable. Within these disciplines, two sub-approaches have emerged: the functionalist and the semiotic perspective (Burrell and Morgan, 1979; Smircich, 1983; Schein, 1985; Cameron and Ettington, 1988; Cameron and Quinn, 1999; Martin, 2002).

From a functionalist perspective, organizational culture is viewed as a component of the social system that is manifested through organizational behavior and assessed by researchers at the organizational level (Cameron and Ettington, 1988, p. 359). Conversely, the semiotic perspective views culture as something that exists in the minds of individuals and is evaluated from the perspective of insiders and at the individual level (Cameron and Ettington, 1988; Cameron and Quinn, 1999). The functionalist approach assumes that cultural differences are identifiable, measurable, and subject to change. At the same time, the semiotic perspective views culture as an organizational image that is anchored in individual interpretations and perceptions and helps to understand and communicate the complexity of organizational phenomena (Smircich, 1983, p. 340; Morgan, 1986).

2.2 Organizational Communication

Over the years, scholars have proposed various definitions to capture the essence of organizational communication and its significance within the broader context of management and organizational behavior.

2.2.1 Definition

Organizational communication, as explained by (Tourish and Hargie, 2004) is depicted as a multifaceted process essential for navigating the complexities and uncertainties inherent in organizational environments. They emphasize that effective communication within networks of interdependent relationships is not only vital for exchanging information but also for coping with environmental challenges and achieving organizational goals. Their definition underscores the dynamic nature of communication, highlighting its role in facilitating adaptation, conflict resolution, and coordination among organizational members.

Deetz (1995) offers a nuanced perspective by emphasizing the role of communication in the production and reproduction of organizational culture. He argues that communication serves as a mechanism for constructing shared meanings, values, and norms within organizations, thereby shaping the collective identity and guiding members' behaviors. Furthermore, Deetz suggests that organizational communication is instrumental in socializing new members into the organizational culture and reinforcing existing cultural practices. His definition underscores the cultural dimension of communication, highlighting its power to influence organizational dynamics and foster coherence among members.

In line with these perspectives, Lannon (2008) emphasizes the importance of communication in generating shared meaning among individuals within formal organizational contexts. He contends that effective communication involves not only the transmission of information but also the interpretation and negotiation of meanings. Lannon's definition underscores the role of communication in fostering understanding, alignment, and collaboration among organizational members. It emphasizes the significance of both verbal and nonverbal communication cues in shaping interpersonal relationships, organizational culture, and decision-making processes.

2.2.2 Role of Communication in Engagement and Decision-Making

The dual role of communication in maintaining operational stability and fostering innovation is pivotal to an organization's adaptability. Tourish and Hargie (2004) describe communication as a stabilizing force that provides clarity and direction during periods of uncertainty or organizational change. By offering reassurance and aligning employees with new objectives, effective communication minimizes resistance to change and promotes smoother transitions. Kotter and Schlesinger (2008) similarly argue that transparent communication reduces fear and uncertainty, making employees more receptive to innovation and change initiatives.

However, stability is only one side of the equation; communication also acts as a catalyst for innovation. Nonaka (1994) emphasizes that communication facilitates the sharing of tacit knowledge, which is essential for creative problem-solving and innovation. The ability to share ideas and insights across teams fosters a collaborative environment where innovation can thrive. O'Reilly and Tushman (2013) highlight that organizations that balance the stabilizing effects of hierarchical communication with the flexibility of open dialogue are more likely to innovate successfully.

Furthermore, the iterative nature of communication helps organizations refine their strategies over time. Edmondson (1999) introduces the concept of psychological safety, arguing that open

communication climates encourage employees to share diverse perspectives and challenge the status quo, driving continuous improvement. This dual role underscores communication's importance in navigating both the need for stability and the pursuit of innovation.

2.2.3 Flows of Communication: Analyzing Interactions

Communication flows—vertical, horizontal, diagonal, and informal—shape how information is disseminated and utilized within organizations. Vertical communication, as outlined by Wrench, McCroskey, and Richmond (2008), consists of top-down dissemination of policies and bottom-up feedback mechanisms. It ensures alignment with leadership goals while fostering accountability among employees. Robbins and Judge (2017) highlight that vertical communication provides clarity in hierarchical organizations, where clear directives are necessary to maintain structure and efficiency.

Horizontal communication, by contrast, supports collaboration and peer-level coordination. Shockley-Zalabak et al. (2000) argue that this mode of communication is essential for problem-solving and fostering team cohesion. It breaks down silos, enabling employees to work collectively toward shared goals. Similarly, Pearce and Cronen (1980) suggest that horizontal communication enhances interpersonal relationships and reduces conflict, promoting a sense of unity within teams.

Diagonal communication, which spans both functional and hierarchical boundaries, is increasingly vital in today's dynamic organizational environments. Redding and Tompkins (2005) stress that diagonal communication facilitates cross-departmental knowledge sharing, fostering innovation and adaptability. It allows organizations to respond to complex challenges by leveraging diverse expertise. In contrast, informal communication, often referred to as the grapevine, plays a unique role in organizational dynamics. Kurland and Pelled (2000) describe it as an outlet for emotional support and spontaneous interaction, which, despite its unreliability, can foster a sense of community and camaraderie among employees.

2.2.4 Channels of Communication: A Theoretical Perspective

Communication channels significantly influence how information flows within an organization. Formal channels, such as reports, memos, and structured meetings, provide authoritative and consistent communication pathways (Guffey & Loewy, 2012). These channels are critical for maintaining clarity and ensuring that official policies and directives

are uniformly disseminated. Bovee and Thill (2016) argue that formal channels enhance organizational transparency by establishing clear lines of communication and reducing ambiguity.

Informal channels, while unofficial, serve complementary purposes. Kurland and Pelled (2000) emphasize that informal interactions build interpersonal connections and foster trust. These channels are particularly effective in creating a sense of belonging and promoting collaboration outside formal structures. However, their spontaneous nature may also lead to the spread of misinformation, highlighting the need for organizations to balance informal communication with structured oversight.

The rise of electronic communication has transformed organizational interaction. DeSanctis and Poole (1994) note that tools such as email, instant messaging, and video conferencing enable real-time and asynchronous exchanges, bridging geographical gaps and facilitating collaboration. According to Rice and Shook (1990), electronic communication enhances efficiency and connectivity but also introduces challenges, such as information overload and misinterpretation of non-verbal cues. Thus, the effectiveness of electronic channels depends heavily on message clarity and the appropriateness of the medium for the intended purpose.

2.2.5 Analytical Synthesis

Organizational communication is not merely a transactional process but a complex system that influences and reflects the organization's culture. Schein (2010) argues that communication shapes the collective identity of an organization, making it an integral element of cultural development. Similarly, Deetz (1995) and Miller and Wilson (2008) emphasize its critical role in building trust, ensuring operational efficiency, and driving strategic decision-making.

By analyzing the flow and channels of communication, it becomes evident that each pathway—vertical, horizontal, diagonal, and informal—serves distinct yet interconnected purposes. Together, they form a network that facilitates information sharing, decision-making, and innovation. However, the effectiveness of these pathways depends on the organization's ability to balance formal structures with the flexibility provided by informal and electronic channels.

In conclusion, organizational communication is a dynamic and multifaceted construct that shapes the success of an organization. Theoretical perspectives from Schein, Deetz, and others highlight its centrality in fostering engagement, facilitating collaboration, and reinforcing

cultural values. By leveraging diverse communication flows and channels, organizations can achieve both operational stability and adaptability in a rapidly changing environment.

2.2.6 Communication Strategy

One of the most important components of organizational management is communication strategy, which entails developing and putting into action plans to effectively convey messages and accomplish particular objectives inside an organization (Cornelissen, 2017). By coordinating communication efforts with the needs of the audience, the organization's goals, and the environmental context, a well-designed communication strategy ensures effective, clear, and consistent messaging (Heath and Waymer, 2009). Important components of the communication strategy include the development of the message, audience analysis, channel selection, and evaluation metrics. According to (Wasserman and Faust 1994), all of these elements aid in the strategic planning and execution of communication initiatives. Companies can use efficient communication strategies to manage reputation, boost trust, improve stakeholder engagement, and accomplish their objectives in today's fast-paced and fiercely competitive business environment.

2.2.7 Organizational Communication Tools

Organizations utilize a variety of tools to facilitate communication among employees, teams, and stakeholders. These tools range from traditional methods to modern digital platforms, each serving specific communication needs within the organization.

Email - One of the most popular forms of organizational communication today is email (Daft and Lengel, 1986). Its asynchronous communication features enable task coordination, document exchange document and messages. Even though email is helpful for official correspondence and document exchange, its widespread use has raised concerns about productivity and information overload.

Intranet - An intranet is an internal network that provides employees with access to organizational resources, documents, and communication tools (Chaffey & White, 2010). Intranets often include company news, employee directories, discussion forums, and collaboration spaces, facilitating information sharing and knowledge management within the organization.

Instant Messaging - Groups and individuals can communicate through text in real-time using instant messaging (IM) platforms (Rice, 2014). Team members can collaborate and make

decisions quickly using instant messaging (IM) platforms like Microsoft Teams, and WhatsApp, which offer features like file sharing, group chats, and video calling.

Video Conferencing - Virtual face-to-face communication and collaboration are made possible by video conferencing platforms such as Zoom, Skype, and Google Meet (Turoff and Hiltz, 1995). Video conferencing enables teams to connect and work together regardless of location by facilitating remote meetings, presentations, and training sessions.

Social Media - Organizations use social media platforms such as LinkedIn, Twitter, and Facebook for external communication and stakeholder engagement (Wollan, Smith, & Zhou, 2010). Social media enables organizations to share updates, engage with customers, and build brand awareness, enhancing communication reach and engagement.

2.2.8 Organizational Communication Challenges

Communication barriers, including language barriers, cultural differences, and physical distance, can impede effective communication within organizations (Redding and Tompkins, 2005). Misunderstandings arising from language differences or cultural norms can lead to conflicts, mistrust, and inefficiencies in collaboration. Some of the basic challenges organizational communication faces are listed below

2.2.8.1 Information overload

One of the most prevalent challenges in modern organizations is information overload. Eppler and Mengis (2004) define this as a state where individuals are inundated with excessive amounts of information, making it difficult to process and prioritize. In today's digital age, employees are often overwhelmed by emails, notifications, and instant messages, which can hinder productivity and lead to decision fatigue. Kirsh (2000) emphasizes that the constant bombardment of information not only reduces efficiency but also increases stress levels among employees, ultimately affecting organizational outcomes.

Mitigating information overload requires proactive strategies. For example, clear communication protocols and prioritization techniques can help employees focus on essential tasks. Davenport and Beck (2001) argue that organizations must also leverage technology management practices, such as implementing intelligent filtering systems, to streamline information flows. These measures not only enhance productivity but also contribute to a healthier workplace environment.

2.2.8.2 Lack of Transparency

A lack of transparency in communication can erode trust, accountability, and employee engagement. Shockley-Zalabak, Ellis, and Winograd (2000) assert that when information is selectively shared or withheld, it creates an atmosphere of skepticism and disengagement. This lack of openness often results in employees feeling disconnected from organizational goals and decisions, reducing their motivation and productivity.

Conversely, transparent communication practices foster a culture of trust and inclusivity. Argyris (1976) highlights that open dialogue and timely information sharing encourage employees to feel valued and informed, which in turn enhances organizational alignment. Clear decision-making processes are equally critical, as they ensure consistency and build confidence in leadership.

2.2.8.3 Technological Challenges

While technology has revolutionized communication practices, it also introduces unique challenges that can disrupt organizational workflows. DeSanctis and Poole (1994) identify system failures, compatibility issues, and cybersecurity threats as critical barriers to effective communication. These challenges are particularly pronounced in organizations with complex technological ecosystems, where even minor disruptions can lead to significant operational inefficiencies.

The increasing reliance on digital communication tools also raises concerns about their proper usage and effectiveness. Hargie (2016) notes that poorly integrated technologies can create silos and limit cross-functional collaboration, reducing the overall impact of communication efforts. Kavanagh and Ashkanasy (2006) recommend investing in user-friendly platforms and robust IT support systems to mitigate these risks. Additionally, providing employees with regular training ensures that they are well-equipped to use technological tools efficiently, thereby enhancing the reliability and security of organizational communication.

2.2.8.4 Resistance to Change

Resistance to change remains a significant challenge in organizational communication, particularly when introducing new technologies or processes. Kotter and Schlesinger (2008) identify fear of the unknown, perceived loss of control, and a lack of understanding of the benefits as primary drivers of resistance. Employees may view changes in communication practices as disruptive, leading to decreased engagement and slower adoption.

Overcoming resistance requires a multifaceted approach that addresses both emotional and practical concerns. Armenakis and Harris (2009) emphasize the importance of clear and consistent messaging to articulate the rationale for change and its anticipated benefits. Additionally, Rafferty and Griffin (2006) argue that involving employees in the change process through participatory decision-making and training programs can enhance their sense of ownership and reduce opposition. By fostering a culture of adaptability and open dialogue, organizations can ensure a smoother transition to new communication strategies.

2.2.8.5 Communication Climate

The communication climate within an organization significantly influences its effectiveness. Guffey and Loewy (2012) describe positive climates as those characterized by openness, trust, and mutual respect, which promote teamwork and innovation. Conversely, negative climates, marked by secrecy and mistrust, can hinder collaboration and reduce morale, ultimately affecting organizational performance.

The role of leadership in shaping communication climates is particularly critical. Pearce and Cronen (1980) highlight that leaders who model transparency and inclusivity set the tone for open communication throughout the organization. Furthermore, Smidts et al. (2001) suggest that positive climates enhance employees' identification with organizational goals, creating a unified and motivated workforce. Strategies for cultivating supportive climates include regular feedback sessions, conflict resolution mechanisms, and recognition of employee contributions, all of which foster a culture of trust and collaboration.

2.2.8.6 Technology and Communication

Advancements in technology have transformed how organizations communicate, enabling real-time and asynchronous exchanges across teams and geographic locations. DeSanctis and Poole (1994) highlight tools such as email, video conferencing, and instant messaging as instrumental in enhancing connectivity and collaboration. However, these tools also present challenges, including the risk of misinterpreting messages and the over-reliance on electronic communication at the expense of personal interaction (Daft & Lengel, 1986).

The integration of traditional and digital communication methods offers a potential solution. Rice and Shook (1990) argue that blending electronic tools with face-to-face interactions can mitigate the limitations of digital communication, such as the absence of non-verbal cues. Furthermore, clear guidelines on the appropriate use of technology can help organizations

balance efficiency with meaningful interpersonal connections, ensuring that communication remains effective across all channels.

2.2.8.7 Diversity and Inclusion

The increasing diversity of the modern workforce presents both opportunities and challenges for organizational communication. Shockley-Zalabak, Ellis, and Winograd (2000) emphasize the importance of cultural sensitivity and inclusive language in fostering effective communication in diverse settings. Such practices are critical for bridging cultural differences and ensuring that all employees feel valued and understood.

The benefits of inclusive communication are well-documented. Cox and Blake (1991) argue that organizations that prioritize diversity experience higher levels of creativity and innovation, as varied perspectives lead to more robust problem-solving. Additionally, Thomas and Ely (1996) highlight the role of leadership in cultivating an inclusive environment, where employees from different backgrounds can contribute meaningfully to organizational goals. Effective diversity management involves providing cultural competency training, encouraging active listening, and embedding inclusivity into organizational policies and practices.

2.2.9 Types of Organizational Communication

2.2.9.1 Internal Communication

The exchange of ideas, information, and messages among members of an organization is referred to as internal communication. It is essential to reaching organizational objectives, encouraging teamwork, and building employee engagement. The Information Processing Theory (IPT), put forth by Miller in 1967, is a well-known theory of internal communication. This theory states that internal communication among employees helps to process information, lower uncertainty, and promote decision-making. The notion that good internal communication has a positive impact on worker satisfaction, work output, and organizational commitment is supported by research by Jones and George (1998). Furthermore, the theory of social networks sheds light on the dynamics and patterns of communication within organizations. Research by Cross and Parker (2004) has shown how important "communication channels," or informal networks of communication, are for encouraging innovation and knowledge sharing among staff members.

2.2.9.2 External Communication

External communication involves interactions between the organization and individuals or entities outside its boundaries, including customers, suppliers, investors, media, and the general public. Public Relations (PR) theories offer valuable frameworks for understanding and managing external communication processes. (Grunig and Hunt's, 1984) Excellence Theory emphasizes the role of PR in fostering symmetrical communication, where organizations listen to and engage with stakeholders to achieve mutual understanding and benefit. Moreover, stakeholder theory provides insights into the identification and prioritization of key external stakeholders. Freeman's (1984) stakeholder theory suggests that organizations should consider the interests and concerns of all relevant stakeholders, including customers, employees, suppliers, and the community, in their communication efforts.

2.2.9.3 Integration of Internal and External Communication

Recent research highlights the interconnectedness of internal and external communication processes within organizations. Coombs and Holladay (2012) argue that effective crisis communication requires alignment between internal messages to employees and external messages to stakeholders to maintain organizational legitimacy and trust.

Furthermore, the concept of Integrated Marketing Communication (IMC) emphasizes the importance of coordinating internal and external communication efforts to deliver consistent messages and enhance the brand image (Schultz et al., 1993). IMC frameworks emphasize the need for synergy across various communication channels, including advertising, public relations, and employee communication.

2.3 The Relationship between Communication Practices and Organizational Culture:

Communication practices are not only influenced by organizational culture but also serve as a mechanism for perpetuating and reinforcing cultural norms and values (Gibson & Papa, 2000). Organizational culture shapes the communication climate within the organization, influencing the openness of communication channels, the frequency of information sharing, and the nature of interpersonal interactions (Gibson & Papa, 2000). Conversely, communication practices reflect and contribute to the maintenance of organizational culture by reinforcing cultural

narratives, reinforcing shared values, and shaping employee perceptions and behaviors (Gibson & Papa, 2000).

According to Schein (2010), culture is embedded in the practices, symbols, and interactions within an organization. These cultural elements manifest in communication behaviors, establishing norms that guide how employees exchange information and collaborate. Similarly, communication practices influence culture by embedding shared meanings, promoting collective goals, and reinforcing organizational identity. This dynamic interplay ensures that communication and culture are mutually reinforcing, creating a coherent and unified organizational environment.

2.3.1 Impact of Organizational Culture on Communication Practices:

Different types of organizational culture have distinct implications for communication practices within the organization. For example, organizations with a Clan culture, characterized by a family-like atmosphere and emphasis on teamwork and collaboration, tend to have open communication channels and a participative decision-making process (Cameron and Quinn, 2011).

In contrast, organizations with a Hierarchy culture, which prioritizes stability, control, and adherence to rules and procedures, may have more formalized communication channels and a top-down communication style (Cameron & Quinn, 2011). The organizational culture sets the tone for communication practices, influencing the degree of transparency, trust, and information sharing among employees (Cameron & Quinn, 2011).

2.3.1.1 Influence on Communication Norms and Values

Organizational culture establishes norms and values that govern communication behaviors. Cultures emphasizing openness and inclusivity promote frequent and transparent communication, fostering trust and collaboration among employees (Detert & Edmondson, 2011). Employees in such environments feel empowered to share ideas and feedback, contributing to a dynamic and innovative workplace. Conversely, hierarchical or bureaucratic cultures often adopt formalized and restrictive communication styles, which may create silos and limit engagement (Martin & Meyerson, 1988).

These norms and values also affect how employees perceive their roles in the communication process. Schein (2010) suggests that cultural expectations shape whether employees feel comfortable expressing opinions or challenging the status quo. Cultures that prioritize

inclusivity encourage active participation, while rigid cultures may suppress diverse perspectives, hindering adaptability and innovation. Therefore, communication norms rooted in organizational culture significantly impact both employee engagement and organizational performance.

2.3.1.2 Impact on Communication Channels and Practices

The communication channels and practices employed within an organization are shaped by its culture. Jablin and Sias (2001) argue that cultures valuing interpersonal relationships often prioritize face-to-face communication, fostering personal connections through meetings, informal gatherings, and mentoring. In contrast, organizations focused on efficiency and outcomes may rely heavily on electronic communication tools and standardized reporting processes (McPhee & Zaug, 2000).

Meyerson and Martin (1987) further illustrate that communication practices reflect an organization's cultural priorities. For example, in collaborative cultures, informal gatherings and storytelling may be integral to sharing information and building trust. However, results-driven cultures may emphasize measurable outputs, prioritizing structured emails and concise reports. These variations highlight the significant influence of culture on the choice of communication tools and their impact on organizational operations.

2.3.1.3 Influence on Communication Climate

The communication climate within an organization reflects its cultural values, shaping perceptions of psychological safety and openness. Edmondson (1999) describes communication climates that encourage experimentation and risk-taking as fostering an environment where employees feel comfortable expressing dissent and proposing new ideas. Such climates are associated with cultures that value innovation and adaptability (Detert & Burris, 2007).

Conversely, cultures that prioritize conformity and avoid failure may create climates where employees hesitate to share concerns or challenge decisions. Schein (1990) observes that punitive environments discourage open communication, stifling creativity and reducing employee engagement. A supportive communication climate, therefore, is essential for fostering trust and enabling the organization to navigate complex challenges.

2.3.1.4 Implications for Decision-Making and Conflict Resolution

Organizational culture also shapes approaches to decision-making and conflict resolution. In participatory cultures, such as those characterized by Clan values, decision-making processes are inclusive, incorporating multiple perspectives to ensure consensus (Robbins & Judge, 2017). This approach not only fosters collaboration but also enhances the quality of decisions by drawing on diverse viewpoints.

In contrast, cultures prioritizing efficiency and authority, such as Hierarchy or Market cultures, may adopt directive communication styles, where decisions are made at the top and disseminated downward (Boulding, 1956). While this approach may enhance efficiency, it can limit employee input and reduce buy-in for organizational initiatives. Similarly, conflict resolution strategies are shaped by cultural values, with collaborative cultures emphasizing dialogue and compromise, while hierarchical cultures may favor authoritative interventions.

2.3.2 The Role of Communication in Shaping Organizational Culture:

Communication practices play a critical role in shaping and sustaining organizational culture. Shockley-Zalabak (2015) asserts that efficient communication reinforces shared values, promotes a sense of belonging, and accelerates socialization and sense-making processes among employees. Through formal mechanisms such as ceremonies and storytelling, as well as informal interactions, communication transmits cultural norms and expectations, embedding them into the organizational fabric.

Leadership communication is particularly influential in shaping culture. Leaders use communication to articulate organizational values, convey goals, and align employees with a shared vision (Shockley-Zalabak, 2015). This process not only reinforces existing cultural norms but also facilitates cultural shifts during periods of change. For example, formal speeches, policy announcements, and symbolic gestures can signal desired cultural transformations, guiding employees through transitions and fostering alignment with new objectives.

In addition to reinforcing culture, communication serves as a mechanism for cultural adaptation. Detert and Burris (2007) highlight that open communication enables organizations to identify cultural misalignments and address emerging challenges. By encouraging employee feedback and fostering dialogue, organizations can adapt their culture to align with changing environments, ensuring continued relevance and effectiveness. This dynamic interplay

underscores the centrality of communication in both maintaining and evolving organizational culture.

2.4 Competing Values Framework (CVF)

The Competing Values Framework (CVF) is a comprehensive organizational theory developed by Robert E. Quinn and John Rohrbaugh in the early 1980s. Originally conceptualized as a tool to evaluate organizational effectiveness, CVF has since evolved into a widely used framework for understanding organizational culture and its impact on communication, leadership, and decision-making. Its development was based on research aimed at identifying the core values that drive organizational behavior and performance. Quinn and Rohrbaugh's initial studies focused on how organizations balance competing demands and priorities to achieve success.

At the core of the CVF are two primary dimensions: internal versus external focus and stability versus flexibility. These dimensions create a matrix with four quadrants, each representing a distinct organizational culture type: Clan, Adhocracy, Hierarchy, and Market. Each quadrant reflects different values, priorities, and approaches to managing people, processes, and goals. This theoretical model provides a nuanced understanding of how organizations function and how cultural values shape their practices and outcomes (Cameron & Quinn, 2011).

2.4.1.1 Clan Culture

Clan culture is characterized by a strong emphasis on collaboration, teamwork, and employee development. Organizations with clan cultures prioritize cohesion, mentorship, and loyalty among members. Cameron and Quinn (2011) highlight that clan cultures often resemble extended families, with a focus on nurturing and support. Such cultures are conducive to innovation and adaptability through fostering a sense of belonging and shared values. For communication, this often means that channels are informal and open, promoting high levels of employee involvement and horizontal communication (Cameron & Quinn, 2011).

2.4.1.2 Adhocracy Culture

Adhocracy culture is marked by its focus on innovation, adaptability, and risk-taking (Cameron & Quinn, 2011). Organizations with this cultural orientation thrive in dynamic environments where creativity and quick responses to change are critical. Communication in Adhocracy cultures is often spontaneous, informal, and boundary-spanning, enabling employees to share ideas across teams and hierarchies. Nonaka (1994) highlights that communication in such cultures facilitates knowledge creation, as individuals are encouraged to experiment, challenge existing norms, and propose novel solutions.

The emphasis on creativity in Adhocracy cultures also shapes leadership and decision-making styles. Leaders in these organizations act as visionaries and champions of innovation, fostering an environment where employees feel empowered to explore new ideas. Communication practices such as brainstorming sessions, hackathons, and cross-functional project teams are common, as they support collaboration and the exchange of diverse perspectives. According to O'Reilly and Tushman (2013), this fluid and open communication structure is critical for organizations aiming to maintain a competitive edge in uncertain markets.

2.4.1.3 Hierarchy Culture

Hierarchy culture is characterized by stability, control, and efficiency. Organizations with hierarchical cultures emphasize clear roles, rules, and processes to ensure smooth operations and minimize risk and predictability (Cameron & Quinn, 2011). Deal and Kennedy (1982) argue that hierarchy cultures are prevalent in bureaucratic settings, where standardization and formalization are essential for achieving goals and maintaining order.

This culture emphasizes formalized communication channels, where information typically flows in a top-down manner. Policies, procedures, and protocols govern interactions, ensuring clarity, accountability, and adherence to organizational standards. According to Robbins and Judge (2017), such communication practices enhance predictability and efficiency, particularly in large or complex organizations.

2.4.1.4 Market Culture

Market culture is characterized by competitiveness, achievement orientation, and results-driven approaches. Organizations with market cultures prioritize external focus, performance, and customer satisfaction. (Cameron & Quinn, 2011). Denison (1990) suggests that market cultures thrive in competitive industries where organizations must continually strive for market leadership and profitability.

Communication in Market cultures is designed to be goal-driven, with an emphasis on performance metrics and achieving external outcomes (Cameron & Quinn, 2011). It is highly goal-oriented, prioritizing metrics, performance, and accountability. Messages are often concise and transactional, emphasizing the alignment of individual and team objectives with organizational goals. According to McPhee and Zaig (2000), this style of communication ensures that resources are directed toward achieving measurable outcomes, making it effective in competitive or results-driven industries.

Table 2.1 Summarizing the Competing Values Framework (CVF)

<i>Culture Type</i>	<i>Characteristics</i>	<i>Leadership Style</i>	<i>Effect on Communication</i>
<i>Clan</i>	<i>Collaborative, family-like, high commitment</i>	<i>Mentor, facilitator, parent figure</i>	<i>Open, participative, inclusive</i>
<i>Adhocracy</i>	<i>Dynamic, entrepreneurial, innovative</i>	<i>Visionary, innovator, risk-taker</i>	<i>Innovative, flexible, encourages new ideas</i>
<i>Market</i>	<i>Competitive, goal-oriented, results-focused</i>	<i>Hard-driving, competitive, results-oriented</i>	<i>Direct, goal-oriented, competitive</i>
<i>Hierarchy</i>	<i>Structured, controlled, efficiency-focused</i>	<i>Coordinator, organizer, rule-enforcer</i>	<i>Formal, structured, clear lines of authority</i>

2.4.2 Applying CVF

In organizational research and practice, the Competing Values Framework (CVF) is a useful tool that has been widely used to assess and understand organizational culture and its impacts on productivity and efficiency. The CVF is practically applied in a wide range of fields. Examining the impact of organizational culture on communication practices is essential to understanding how communication processes are shaped and influenced in diverse organizational contexts. Analyzing the interactions between communication practices and organizational culture can be done in an organized manner by using the Competing Values Framework (CVF)

The CVF offers a diagnostic tool for identifying dominant cultural orientations within an organization, which in turn influence communication patterns (Quinn & Rohrbaugh, 1983). By categorizing cultures into four quadrants (Clan, Adhocracy, Hierarchy, and Market), researchers can analyze how each culture type manifests in communication styles, channels, and norms (Cameron & Quinn, 2011).

The CVF helps in understanding the communication climate within organizations. For example, clan cultures, which emphasize collaboration and teamwork, may foster open and

participative communication practices (Cameron & Quinn, 2011). In contrast, hierarchy cultures may exhibit more formalized and top-down communication structures, whereas adhocracy cultures may encourage innovative and flexible communication approaches.

The CVF informs change communication strategies by aligning communication practices with organizational culture. For instance, during periods of organizational change, understanding the prevailing culture can help leaders tailor communication messages and channels to resonate with employees' values and beliefs (Denison & Spreitzer, 1991). This ensures that communication efforts are effective and conducive to achieving desired outcomes.

The CVF assists in improving interdepartmental communication by recognizing and addressing cultural differences. Organizations with diverse cultural orientations across departments may experience communication challenges due to conflicting norms and values (Quinn 2007). By fostering a shared understanding of cultural diversity and promoting cross-functional collaboration, organizations can enhance communication effectiveness.

The CVF provides a framework for assessing communication effectiveness in relation to organizational culture. Researchers can develop metrics and indicators aligned with the four cultural quadrants to evaluate the impact of communication initiatives (Kotter & Heskett, 1992). This enables organizations to identify strengths and weaknesses in communication practices and implement targeted improvements. The CVF also offers practical applications in various organizational contexts:

The CVF provides a structured framework for diagnosing and assessing organizational culture. By identifying the dominant cultural orientations within an organization, practitioners can gain insights into its strengths, weaknesses, and areas for improvement (Quinn & Rohrbaugh, 1983). Research by Cameron and Quinn (2011) demonstrates how the CVF can be used to diagnose cultural dynamics and facilitate organizational change initiatives effectively.

The CVF helps organizations align their culture with strategic goals and initiatives. By understanding the cultural dimensions that support or hinder strategic objectives, leaders can implement targeted interventions to drive organizational change (Cameron & Quinn, 2011). Research by Denison and Spreitzer (1991) illustrates how the CVF can guide strategic change efforts by aligning cultural values with desired organizational outcomes.

The CVF serves as a valuable tool for leadership development and team-building initiatives. By understanding the different cultural orientations represented within a team or organization,

leaders can leverage diverse perspectives and foster collaboration (Quinn et al., 2007). Research by Quinn et al. (2007) highlights how the CVF can be used to enhance leadership effectiveness and team performance through targeted interventions.

The CVF offers insights into the relationship between organizational culture and performance outcomes. By aligning cultural values with key performance indicators, organizations can enhance their effectiveness and competitiveness (Cameron & Quinn, 2011). Research by Kotter and Heskett (1992) emphasizes the impact of culture on long-term organizational success and highlights the role of the CVF in driving performance improvements.

2.4.3 Strengths of CVF

The CVF possesses several strengths that contribute to its widespread adoption and utility.

2.4.3.1 Comprehensive Framework

The CVF offers a holistic view of organizational culture by categorizing it into four distinct types (clan, adhocracy, hierarchy, and market), each with its unique set of values and assumptions (Quinn & Rohrbaugh, 1983). This comprehensive framework allows for a nuanced understanding of how different cultural orientations may shape communication practices within an organization.

2.4.3.2 Alignment with Communication Dynamics

The four culture types identified by the CVF have inherent implications for communication dynamics. For example, clan cultures, with their emphasis on collaboration and employee development, may foster open communication channels and participative decision-making processes. In contrast, hierarchical cultures, characterized by formalized procedures and clear roles, may exhibit more top-down communication structures (Cameron & Quinn, 2011).

2.4.3.3 Diagnostic Utility

The CVF serves as a valuable diagnostic tool for assessing an organization's current cultural orientation and its impact on communication practices. By identifying the predominant culture type, organizations can gain insights into communication patterns, potential barriers, and areas for improvement (Cameron & Quinn, 2011).

2.4.3.4 Practical Applications

Understanding the link between organizational culture and communication practices is essential for effective leadership, team building, and organizational development. By utilizing the CVF, organizations can develop targeted strategies to align their communication practices with their desired cultural values, thereby fostering a more conducive communication environment (Cameron & Quinn, 2011).

The CVF model used by OCAI identifies elements within the organization that reflect key values and assumptions and empowers individuals to respond based on their inherent model framework. OCAI participants are asked to answer questions across six content dimensions, which, according to Cameron and Quinn, represent core cultural values and implicit assumptions about organizational operations (1999, p. 137). These dimensions include dominant characteristics, leadership, people management, organizational cohesion, strategic priorities, and success metrics. When integrated with the four culture types defined by the CVF—clan, adhocracy, market, and hierarchy—and their associated effectiveness dimensions, the six culture content dimensions can reveal the basic organizing framework that individuals use to process information (Cameron & Quinn, 1999, p. 136). Consequently, the OCAI facilitates the identification of underlying organizational culture, which is a complex, nonlinear construct with socially constructed shared meaning that is difficult to observe and quantify. Additionally, the OCAI helps researchers identify an organization's primary culture type and assess the relative strength of the four basic culture types. Finally, it allows the assessment of cultural congruence within an organization, which refers to the alignment of different cultural aspects across different organizations. (Cameron & Quinn, 1999, p. 64).

Prominent models of organizational culture include Schein's Three Levels of Culture, Schein (1985), Hofstede's Cultural Dimension Theory Hofstede's (1980), Denison's Model of Organizational Culture Denison (1990), and In other cases, the researcher used the Competing Value Framework (CVF) by Quinn and Rohrbaugh (1983) to assess the prevailing cultural value in the ATI.

2.5 Organizational Culture Assessment Instrument (OCAI)

The Organizational Culture Assessment Instrument (OCAI), developed by Cameron and Quinn (2011), is a diagnostic tool that helps organizations evaluate their culture based on the Competing Values Framework (CVF). This framework categorizes organizational culture into four quadrants: Clan, Adhocracy, Market, and Hierarchy. Each quadrant reflects specific characteristics, values, and priorities that influence decision-making, leadership, and

communication. The OCAI is structured around six key dimensions: Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases, and Criteria of Success.

2.5.1 Key concepts of Organizational Culture Assessment Instrument (OCAI)

Dominant Characteristics: This dimension refers to the overall personality or defining traits of the organization as perceived by its members. It reflects how employees experience the workplace environment and cultural essence Cameron and Quinn (2011). In a Clan-oriented culture, dominant characteristics emphasize collaboration, teamwork, and a familial atmosphere. Employees often describe the organization as a close-knit community. An Adhocracy-oriented culture highlights dynamism, creativity, and entrepreneurial spirit, where risk-taking and innovation are celebrated. A Market-oriented culture is defined by competitiveness, achievement, and a results-driven focus. The organization operates with a strong external orientation, prioritizing customer satisfaction and market share. In a Hierarchy-oriented culture, structure, formality, and efficiency dominate. The organization is perceived as bureaucratic, with clear roles and procedures guiding operations.

Organizational Glue: Organizational glue refers to the core elements that hold the organization together, fostering unity and cohesion among employees. Schein (2010) asserts that organizational glue significantly impacts communication patterns by shaping the informal and formal ways employees interact. Clan cultures rely on trust, loyalty, and a sense of belonging as the primary glue. Employees feel connected through shared values and personal relationships. Adhocracy cultures emphasize innovation and creativity as unifying forces. Continuous improvement and adaptability bind employees together. In Market cultures, the glue often revolves around goal achievement, competitiveness, and meeting targets. Results-oriented approaches drive alignment. Hierarchy cultures are held together by formal rules, policies, and a shared commitment to stability and efficiency.

Organizational Leadership: This dimension examines the leadership style and how leaders influence organizational culture and communication. According to Korkmaz and Zorlu (2021), leadership is the linchpin of organizational communication, as effective leaders shape a positive communication climate. Clan cultures foster leadership styles that are mentoring, participative, and nurturing. Leaders act as facilitators, focusing on employee development. Adhocracy cultures value innovative and visionary leadership. Leaders encourage creativity,

experimentation, and risk-taking. Market cultures prioritize assertive and goal-oriented leaders who focus on competitiveness, efficiency, and achieving outcomes. Hierarchy cultures emphasize structured, rule-based leadership. Leaders ensure adherence to procedures and maintain order.

Management of Employees: This dimension pertains to the relationship between the organization and its employees, including how they are managed, motivated, and developed. Almamari and Kolluru (2020) argue that effective communication between managers and employees enhances productivity and job satisfaction. Clan cultures value teamwork, consensus, and participation. Employees are treated as an integral part of the organization, fostering collaboration. Adhocracy cultures emphasize freedom, individuality, and creativity, encouraging employees to take initiative. Market cultures focus on performance, competitiveness, and meeting objectives, often with high expectations for achievement. Hierarchy cultures prioritize structure and stability, ensuring that employees follow established roles and responsibilities.

The OCAI framework provides a comprehensive lens for understanding organizational culture and its influence on various dimensions of workplace dynamics. By analyzing key concepts like dominant characteristics, organizational glue, and leadership styles, organizations can gain actionable insights into their cultural strengths and areas for improvement. These insights, in turn, help shape communication strategies, decision-making processes, and overall organizational effectiveness.

The OCAI is a widely used tool for diagnosing organizational culture based on four cultural dimensions: Clan, Adhocracy, Hierarchy, and Market (Cameron & Quinn, 2011). Research by Kim and Mauborgne (2004) demonstrates the validity and reliability of OCAI in assessing organizational culture across diverse contexts, making it suitable for studying ATI's culture.

Understanding organizational culture's role in shaping internal communication practices is critical for enhancing organizational effectiveness. The Competing Values Framework (CVF) and the Organizational Culture Assessment Instrument (OCAI) provide robust theoretical and practical tools for analyzing these dynamics. This study employs CVF and OCAI to assess the role of organizational culture on internal communication practices within the Ethiopian Agricultural Transformation Institute (ATI), highlighting their relevance and applicability in this context.

The CVF, developed by Cameron and Quinn (2011), categorizes organizational culture into four distinct archetypes: Clan, Adhocracy, Market, and Hierarchy. Each of these represents a unique set of values, behaviors, and operational priorities that influence communication practices. For example, Clan culture fosters collaboration, trust, and open communication, while Adhocracy culture emphasizes innovation and flexibility, promoting dynamic and creative communication. In contrast, Market culture is focused on results, encouraging assertive and goal-oriented communication, and Hierarchy culture relies on formal and structured communication to maintain control and efficiency. By categorizing culture into these quadrants, CVF provides a comprehensive framework for analyzing how organizational culture impacts communication processes.

The use of CVF is particularly relevant in the context of ATI, where knowledge sharing, collaboration, and innovation are central to its mission of agricultural transformation. The framework enables a structured analysis of how ATI's cultural attributes align with its communication needs. For instance, ATI's emphasis on teamwork and innovation aligns with Clan and Adhocracy cultures, while its goal-oriented and structured approach reflects Market and Hierarchy cultures. By applying CVF, this study captures the multifaceted nature of ATI's culture and its influence on communication practices.

Complementing the CVF, the OCAI serves as a diagnostic tool for measuring organizational culture. Derived from CVF, the OCAI assesses six critical dimensions of culture: Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases, and Criteria of Success. These dimensions provide a detailed understanding of how cultural values manifest within an organization. For example, Dominant Characteristics assess the organization's overall personality, while Organizational Glue evaluates the factors that bind employees together, such as trust, loyalty, or shared goals. Organizational Leadership examines leadership styles and their impact on communication and decision-making. By quantifying these dimensions, the OCAI provides actionable insights into the alignment between culture and communication practices.

The integration of CVF and OCAI is particularly advantageous for ATI. First, these tools allow for the identification of cultural strengths and weaknesses, enabling ATI to address specific communication challenges. Second, they facilitate a better understanding of the relationship between cultural attributes and communication patterns, providing a basis for targeted

interventions. Third, the quantitative data generated by OCAI complements the qualitative insights of CVF, offering a holistic view of ATI's cultural dynamics.

Empirical studies support the validity and applicability of CVF and OCAI in diverse organizational contexts. Hartnell, Ou, and Kinicki (2011) demonstrated the effectiveness of CVF in linking cultural attributes with performance and communication patterns. Similarly, Cameron and Quinn (2011) highlighted the OCAI's utility in diagnosing culture and guiding organizational change. These tools have been successfully applied in public and private sector organizations, underscoring their relevance for development-oriented institutions like ATI.

In the Ethiopian context, research on organizational culture has primarily focused on leadership and performance, with limited attention to its impact on communication practices. This study addresses this gap by applying CVF and OCAI to explore how ATI's culture influences its internal communication. The findings will contribute to a deeper understanding of how cultural dimensions such as trust, innovation, and structure shape communication patterns in development-focused organizations.

The CVF and OCAI provide a robust theoretical and diagnostic framework for analyzing the relationship between organizational culture and communication practices. Their application in this study offers valuable insights into ATI's cultural dynamics, highlighting areas for improvement and aligning communication strategies with organizational goals. By bridging the gap in existing literature, this study underscores the importance of cultural analysis in enhancing communication effectiveness within development-oriented institutions.

2.6 Local studies and literature gap

Organizational culture significantly influences various aspects of organizational performance, employee commitment, job satisfaction, and leadership effectiveness. Numerous studies have investigated these impacts within Ethiopian organizations, yet a specific focus on the interplay between organizational culture and communication practices remains unexplored. This review identifies a critical literature gap concerning organizational culture's impact on communication within Ethiopian organizations, specifically using the Competing Values Framework (CVF) theory and the Organizational Culture Assessment Instrument (OCAI).

2.6.1 Some Existing Research on Organizational Culture in Ethiopia

Several researches have been conducted in Ethiopian organizations focusing on organizational culture and its impact. The impact of organizational culture on corporate performance (T.B.

Tedla 2016), on organizational effectiveness (Chad, A., Hartnell., Amy, Y., Ou., Angelo, J., Kinicki. (2011), on employee commitment (W. Ademe, 2023) on employees job performance (T Sefiw, 2022), on organizational performance (A. Zewdie, 2019), and also its effect on Female Leadership (E.Leulseged, 2022), research by Getinet (2019) emphasizes aligning national values and norms with organizational culture to enhance performance. However, the interaction between these cultural traits and communication strategies using CVF-based approaches remains underexplored.

The CVF theory and OCAI tool have been applied to assess the organizational culture of Ethio-Telecom (Abraham & Zewdie, 2020) and (Clifford, J., Mugnier. 2023) applied it to assess Organizational culture and barriers to change at the University of Gondar Comprehensive Specialized Hospital Cardiac Unit. The effect of organizational culture on employees' performance in research institutes (Yohannes and Takele, 2023) and (Bayeh. 2016) utilized the CVF theory to explore the impact of organizational culture on corporate performance.

2.6.2 Identified Gaps

While these studies provide valuable insights into various aspects of organizational culture, they predominantly focus on performance, commitment, and leadership without delving into the crucial role of communication. Considering the importance of organizational communication for organizational functioning (Nordby, 2021). Previous research has not comprehensively explored how organizational culture influences communication practices within Ethiopian organizations. Although the CVF theory has been applied to study the impact of organizational culture on various organizational aspects, its specific application to understand the dynamics between culture and communication remains unexplored. This theoretical framework could provide nuanced insights into how different cultural dimensions influence communication practices. No studies have been conducted on organizational culture at the Agricultural Transformation Institute (ATI) or similar development-oriented organizations, particularly concerning its impact on communication. Given the importance of communication in organizational success, this gap is significant. There is a need for validated tools and scales developed for developing nations like Ethiopia to measure organizational culture (Tilahun & Beshah, 2015; Liu et al. , 2022). Such tools must be used to measure organizational culture and communication practices. Therefore, the necessary improvements can be made in the Ethiopian context. This literature review indicates a key literature gap related to the connection between organizational culture and communications practices within Ethiopian organizations. By applying CVF theory and OCAI tools, this study intends to fill the

existing gap, especially in the context of the ATI. These gaps need to be closed so that there is a deeper understanding of how organizational culture affects communication practice. This study considerably expands the literature on organizational culture and communication with the more marked perspectives that can be used by other researchers as well as in similar environments.

2.7 Summary of the chapter

Chapter Two of the study explores the complex relationship between organizational culture and communication practices within the Ethiopian Agricultural Transformation Institute (ATI). Utilizing the Competing Values Framework (CVF) theory as a lens, the chapter seeks to explore how organizational culture influences communication dynamics within the institution.

Organizational culture shapes an institution's communication patterns, decision-making processes, and relationship development. The CVF theory identifies four dominant culture types—Clan, Adhocracy, Market, and Hierarchy—providing a comprehensive framework to understand organizational culture. Each culture type is characterized by unique values, norms, and communication patterns, which in turn impact organizational effectiveness in varied ways.

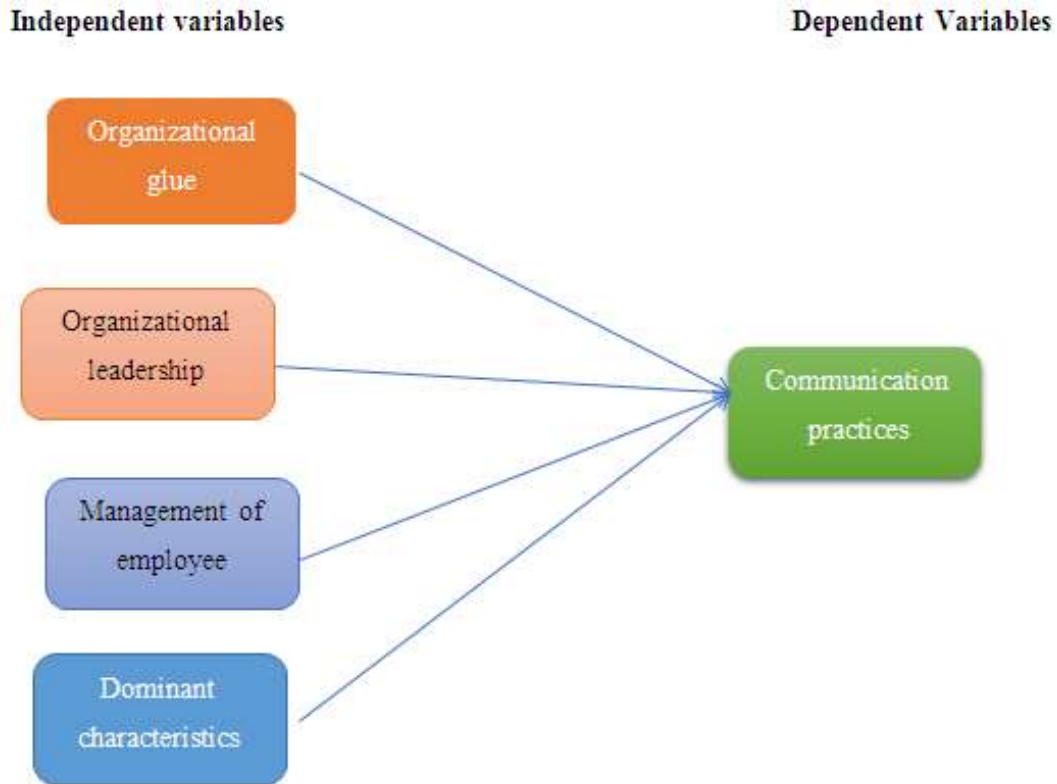
Drawing from the works of scholars such as Schein and Shockley-Zalabak, the chapter defines organizational culture as a set of shared values, beliefs, and norms that guide behavior within an organization. Communication, on the other hand, is described as the exchange of information, ideas, and perspectives among individuals and groups within the organization.

The chapter underscores the deep-seated association between organizational culture and communication, with organizational communication existing within the cultural context of the organization. This relationship determines how communication functions, what messages are conveyed, and how they are interpreted by members. Understanding this dynamic relationship is crucial for enhancing organizational effectiveness, fostering collaboration, and cultivating a positive work environment.

By providing an overview of existing literature, the chapter aims to establish a foundation for understanding key concepts such as organizational culture, organizational communication, and the CVF theory and its instrument. This sets the stage for the subsequent exploration of how these concepts manifest within the context of ATI. The next chapter then outlined the research methodology used to investigate these issues at ATI.

2.8 Conceptual framework of the study

Based on the theoretical and empirical findings of the study the researcher draws the conceptual framework as follows.



Source: Literature Review by the Researcher (2024)

Figure 2.1 conceptual framework of the study

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Introduction

Chapter Three outlines the research design and methodology employed to investigate the impact of organizational culture on communication practices within the Ethiopian Agricultural Transformation Institute (ATI). This chapter details the systematic approach used to gather and analyse data, ensuring the validity and reliability of the research findings. Overall, this chapter provides a detailed roadmap of the research design and methodology, ensuring that the study is robust and capable of yielding reliable and valid results.

3.2 Study Area

The area of the study is in Addis Ababa at Ethiopian Agricultural Transformation Institute (ATI). A government organization focused on strategy and delivery, the Ethiopian Agricultural Transformation Institute (ATI), formerly known as the Agricultural Transformation Agency (ATA), was established in 2010 to aid in hastening the expansion and transformation of Ethiopia's agriculture sector, which is a major contributor to the nation's GDP, exports, and labor force. The primary goals of the ATI's work are to enhance the standard of living for smallholder farmers (SHFs) nationwide in order to promote sustainability, inclusiveness, resilience, and income. By conducting policy and analytical studies, offering technical implementation support and capacity building, establishing coordinating platforms to better integrate partners and projects, and directly designing and leading several innovative/pilot projects, the ATI works to transform Ethiopia's agriculture sector. Together with a range of stakeholders, including farmers, academics, policymakers, and development partners, the ATI works to promote the implementation of policies and programs for agricultural development. Furthermore, the ATI engages in partnerships with both domestic and foreign entities to promote information sharing and educational possibilities. For Ethiopia's agricultural industry to make evidence-based decisions, the Institute is essential in producing and sharing information. The Company has about 412 employees, categorized into three strata: permanent employees the data was gathered from the company Senior Management, Middle Management and Frontline Staff.

3.3 Research Design and Approach

Descriptive and explanatory (regression) research designs were used in this study. The descriptive design allowed for the collection of detailed information on the current state of organizational culture and communication within ATI, while the explanatory design helped assess the cause-and-effect relationships between these two variables.

The goal of this type of design is to produce data after the event has happened. The research design examined the situation's strengths and weaknesses in addition to the causes behind its behaviour. According to Creswell (2014), research design is the overarching plan selected to incorporate the many study components logically and cogently, guaranteeing that the research challenge is successfully addressed. In order to give a thorough understanding of the organizational culture and communication procedures of ATI,

A quantitative method were used in this study. The whole workforce of ATI is detailed in the demographic and sample section, along with the stratified sampling strategy that was employed to guarantee representation from all management levels (Etikan et al., 2016). The data gathered from the ATI team was analysed using a quantitative research methodology. Using numerical data and statistical analysis, a quantitative approach aims to quantify the behaviours, relationships, and other variables of interest (Creswell, 2014). This approach is distinguished by the utilization of organized tools, like questionnaires and surveys, to gather information that can be quantified and put through statistical analysis (Cochran, 1977). Testing theories, identifying trends, and assessing the findings' generalizability are the main goals (Lohr, 2010). Because quantitative research offers a high degree of validity and reliability, it is especially useful for studies requiring statistical inference and objective measurement (Bryman, 2016).

3.4 Data sources and data collection method

3.4.1 Primary data sources

Gathering primary data for a research study entails obtaining original information directly from sources (Creswell, 2014). This primary data collection is customized to fit the particular requirements and goals of the research. The main techniques used are as follows: Questionnaires and surveys are organized instruments that have pre-written questions and are used to get quantitative data from a big sample. Various aspects of corporate culture are evaluated by the Organizational Culture Assessment Instrument (OCAI) (Cameron and Quinn, 2011). Furthermore, employees' happiness with various areas of organizational communication

is gauged using the Communication happiness Questionnaire (CSQ) (Downs and Hazen, 1977).

3.4.2 Secondary Data sources

The process of acquiring secondary data for a research study entails using pre-existing data that was gathered for other reasons but is still pertinent (Johnston, 2017). Primary data is enhanced by this kind of data, which offers a more comprehensive context. Some of the sources are: Documents include yearly reports, strategic plans, and policy documents that offer comprehensive details about the composition, activities, and background of the organization are referred to as organizational records and reports (Bryman, 2016).

3.5 Instrument Design and Measurement

Two validated instruments were employed in this study:

Organizational Culture Assessment Instrument (OCAI): Developed by Cameron and Quinn (2011), the OCAI is designed to measure organizational culture along six dimensions: Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases, and Criteria for Success.

Communication Satisfaction Questionnaire (CSQ): originally developed by Downs and Hazen in (1977), remains a widely used instrument for assessing communication satisfaction in organizational contexts. Despite its development decades ago, the CSQ has demonstrated enduring relevance due to its robust theoretical foundation, adaptability to various organizational settings, and ability to provide actionable insights into communication dynamics. Its eight dimensions—communication climate, supervisory communication, organizational integration, media quality, horizontal communication, feedback, relationship with subordinates, and informal communication—offer a comprehensive framework for evaluating employee perceptions of communication within organizations.

One key reason for its continued applicability is its adaptability. Researchers and practitioners have modified and contextualized the CSQ to align with the evolving communication practices in organizations, including the rise of digital communication and remote work environments. For example, studies such as those by Clampitt and Downs (1993) and Pincus (1986) successfully adapted the CSQ to assess communication in different industries and

organizational contexts. More recently, Rajhans (2018) used the CSQ framework to examine communication satisfaction in technology-driven organizations, highlighting its relevance in modern, digitally mediated environments.

Moreover, the CSQ has been validated repeatedly, ensuring its reliability and applicability in contemporary settings. Scholars continue to use it to explore the relationship between communication satisfaction and critical outcomes such as employee engagement, organizational performance, and job satisfaction. For instance, Verčič et al. (2021) employed the CSQ to analyze communication satisfaction in the context of internal communication management, emphasizing its role in fostering employee trust and organizational cohesion. Similarly, Men et al. (2020) utilized the CSQ to evaluate the impact of leadership communication on employee satisfaction, demonstrating its ongoing relevance in understanding contemporary communication challenges.

The CSQ remains a relevant and reliable tool for assessing communication satisfaction in organizations. Its comprehensive design, adaptability, and strong validation in recent studies make it well-suited to analyze modern communication practices, providing valuable insights for organizations striving to improve employee satisfaction and performance.

Both OCAI and CSQ instruments were customized and used to capture quantitative data, which was then analyzed to determine the relationship between organizational culture and communication practices within ATI.

3.5.1 Data Collection Instruments

3.5.1.1 Questionnaire

A questionnaire is a formatted set of questions that is drawn up to meet the objectives of the study. The questionnaire was prepared based on the recommendation of (Cameron and Quinn, 2011) for organizational culture and Downs and Hazen in 1977 for communication practices. The Organizational Culture Assessment Instrument (OCAI) is a widely recognized tool for assessing organizational culture, developed by Cameron and Quinn (2011). The OCAI is grounded in the Competing Values Framework (CVF) and evaluates six key dimensions of organizational culture (Cameron and Quinn, 2011). These dimensions are Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases, and Criteria for Success (Cameron and Quinn, 2011). The instrument

employs a questionnaire format where respondents allocate 100 points among four different cultural types—Clan, Adhocracy, Market, and Hierarchy for each of the six dimensions (Cameron and Quinn, 2011). This method enables organizations to create both current and preferred cultural profiles, offering insights into the existing culture and desired changes (Cameron and Quinn, 2011). The Communication Satisfaction Questionnaire (CSQ) was developed by Downs and Hazen in 1977 to measure employees' satisfaction with various aspects of organizational communication. This instrument has since become a foundational tool in organizational communication research due to its comprehensive nature and empirical validation. The CSQ evaluates multiple dimensions of communication satisfaction within an organization, including communication climate, media quality, organizational integration, personal feedback, supervisory communication, horizontal communication, and informal communication.

3.6 Target Population, Sample Size and Sampling Technique

3.6.1 population

Ethiopian Agricultural Transformation Institute with 412 employees, categorized into three strata senior management, middle management and frontline staff were the target population of the study. The Ethiopian Agricultural Transformation Institute (ATI) is an organization dedicated to driving agricultural transformation in Ethiopia by implementing innovative strategies and improving agricultural productivity. ATI employs a diverse workforce structured across three primary management levels: Senior Management, Middle Management, and Frontline Staff. The senior management team at ATI comprises 9 highly experienced professionals who hold strategic leadership roles within the organization (ATI, 2023). This group is responsible for setting the overall vision, strategic direction, and policy framework of ATI. They play a crucial role in decision-making processes, overseeing major projects and initiatives, and ensuring that the institute's goals align with national agricultural policies and strategies. Senior managers at ATI typically possess extensive expertise in agriculture, policy, and management, contributing significantly to the institute's strategic development and external partnerships (ATI, 2023). Middle management at ATI includes 74 employees who bridge the gap between senior management and frontline staff (ATI, 2023). This group is tasked with implementing the strategic directives of the senior management, managing day-to-day operations, and coordinating various projects and programs. Middle managers at ATI are often responsible for departmental leadership, overseeing teams, ensuring project deliverables, and facilitating communication between senior leaders and operational staff. They play a critical

role in translating strategic plans into actionable tasks and ensuring that organizational objectives are met efficiently (ATI, 2023). The frontline staff at ATI consists of 329 employees who are directly involved in executing the institute’s various projects and initiatives (ATI, 2023). This group includes field officers, researchers, administrative personnel, and technical staff who work on the ground to implement ATI’s programs. Frontline staff members are essential in gathering data, engaging with local communities, conducting research, and supporting the practical aspects of agricultural transformation projects. Their direct involvement in field activities provides valuable insights and feedback that inform ATI’s strategies and policies (ATI, 2023).

3.6.2 Sample size

Assuring that the sample fairly represents the population and that the study's conclusions are statistically significant requires determining the right sample size (Cochran, 1977). In a stratified sampling approach, the sample size for each stratum is often established by taking into account the desired confidence level, statistical power, and the percentage of the overall population that each stratum represents (Lohr, 2010). For example, researchers can make sure that the sample is large enough to identify significant differences and relationships within the data by utilizing a sample size calculator and a 95% confidence level (Creswell, 2014).

According to Krejcie and Morgan (1970), the sample size required for a given population size can be determined using the following formula:

$$s = \frac{x^2 N P (1 - P)}{D^2 (N - 1) + X^2 P (1 - P)}$$

Where: S = Required sample size; X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841 for a 95% confidence level); N = Population size; P = population proportion (assumed to be 0.5 for maximum sample size); D = the degree of accuracy expressed as a proportion (0.05); and using the population size (N = 412) and applying the values in the formula:

$$S = \frac{3.841 * 412 * 0.5 (1 - 0.5)}{0.05^2 (412 - 1) + 3.841 * 0.5 (1 - 0.5)}; S \approx 199;$$

according to the table and the calculation, the sample size needed for a population of 412 is approximately 199.

3.6.2.1 Sampling Procedure

To guarantee that every subgroup is fairly represented, a stratified sampling method's sample process entails multiple steps (Cochran, 1977). The population is first separated into strata according to pertinent attributes like management level. Next, in order to guarantee proportionate representation, the sample size for every stratum is established (Lohr, 2010). To choose the precise people who took part in the study, stratified random sampling is then carried out inside each stratum (Creswell, 2014). This methodology reduces selection bias and improves the study findings' generalizability (Bryman, 2016). At last, investigators gather information from the chosen sample, guaranteeing that the viewpoints of every subgroup are sufficiently recorded and examined (Patton, 2002). There are 412 workers working at the Ethiopian Agricultural Transformation Institute (ATI), divided into three strata. For a stratified sampling procedure, the key steps include defining the strata, determining the sample size for each stratum, and selecting the samples. Here's how to perform the sampling procedure:

The total sample size of 199 is proportionally allocated across the three strata as follows:

- **Senior Management:** Given the small size of this group, a complete census approach is used, including all 9 employees. $n_1 = \frac{9}{412} * 199$;
- **Middle Management:** A proportional sample of 45 employees is selected from the 94 middle managers. $n_2 = \frac{94}{412} * 199$;
- **Frontline Staff:** A proportional sample of 158 employees is selected from the 329 frontline staff members. $\frac{329}{412} * 199$.

3.7 Variable definition

The data collection process for this research involves the use of two well-validated instruments: the Organizational Culture Assessment Instrument (OCAI) and selected the Communication Satisfaction Questionnaire (CSQ). The OCAI, developed by Cameron and Quinn (2011), is designed to diagnose organizational culture based on the Competing Values Framework (CVF). This instrument categorizes organizational culture into four types: Clan, Adhocracy, Market, and Hierarchy. Each type is associated with specific characteristics and behaviours that influence organizational effectiveness. Participants were asked to rate their current organizational culture and their preferred culture across dimensions such as Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue

(Cameron and Quinn, 2011). The CSQ, developed by Downs and Hazen (1977), measures employees' satisfaction with various aspects of communication within the organization. The researcher covers dimensions such as communication climate, media quality, organizational integration, horizontal communication, and informal communication selecting at least one sentence to represent each aspects of communication satisfaction questionnaire. Participants were responding to the CSQ and OCAI items using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This format allows for the precise quantification of satisfaction levels across different communication dimensions (Downs and Hazen, 1977).

3.8 Data Analysis Techniques

The data analysis for this study was conducted using SPSS (Statistical Package for the Social Sciences) to address the research questions related to the role of organizational culture in shaping the internal communication practices at ATI. The process involved several key steps to ensure the collected data was properly analyzed and interpreted to derive meaningful insights.

Data Cleaning and Preparation

Verification of Responses: The collected questionnaires were reviewed to ensure completeness and validity. Incomplete or inconsistent responses were excluded from the analysis.

Coding and Entry: Responses from the OCAI and CSQ were coded into numerical values. Likert-scale responses (e.g., 1 = Strongly Disagree to 5 = Strongly Agree) were entered into SPSS for analysis.

Handling Missing Data: Missing values were addressed through appropriate imputation techniques or exclusion, depending on the extent and impact of the missing data.

Descriptive Statistics

Frequencies and Percentages: The distribution of responses for each question was analyzed using frequencies and percentages to summarize the demographic characteristics of respondents and their perceptions of organizational culture and communication practices.

Measures of Central Tendency: Mean and standard deviation values were calculated for each dimension of the OCAI (e.g., dominant characteristics, organizational glue) and CSQ to summarize the average perceptions and variability among respondents.

Correlation Analysis

Pearson Correlation Coefficient: The strength and direction of relationships between organizational culture dimensions (e.g., dominant characteristics, organizational glue, organizational leadership) and communication practices were assessed. The correlation coefficient (r) was interpreted as follows:

- 0–0.39: Weak correlation
- 0.40–0.59: Moderate correlation
- 0.60–0.79: Strong correlation
- 0.80–1.0: Very strong correlation

Regression Analysis

Multiple Linear Regression: Regression analysis was conducted to examine the predictive relationship between the independent variables (organizational culture dimensions) and the dependent variable (communication practices).

Model Evaluation: Key statistics included:

- R-Square: Explained the proportion of variance in communication practices attributable to organizational culture dimensions.
- Unstandardized Coefficients: Indicated the effect size of each independent variable.
- Significance Values (p-values): Determined whether the predictors significantly influenced communication practices ($p < 0.05$).

Inferential Statistics

Analysis of Variance (ANOVA): Used to determine the statistical significance of the regression model. A p-value less than 0.05 indicated that the model significantly predicted communication practices.

T-Tests and Confidence Intervals: Evaluated the significance and reliability of individual predictors.

Visualization of Results

- **Graphs and Charts:** Findings were presented through bar charts, histograms, and scatterplots for easy visualization of trends and patterns.
- **Conceptual Framework Validation:** The results were mapped onto the conceptual framework to validate or refine the theoretical model.

By following these detailed analysis techniques, the study ensured a comprehensive exploration of the data to derive actionable insights into how organizational culture influences communication practices at ATI. This structured approach enhanced the reliability and validity of the findings while ensuring that the research objectives were effectively addressed

3.9 Ethical considerations

Ethical considerations are crucial in this research to protect participants' rights and ensure the integrity of the study. Participants were informed that their involvement is voluntary and that they can withdraw at any time without repercussions (Creswell, 2014). They receive detailed information about the study's purpose, procedures, potential risks, and benefits, allowing them to make informed decisions. Confidentiality and anonymity were maintained by anonymously treating the collected data and securely storing responses (Creswell, 2014). Participants' personal identifiers were included in the final dataset, ensuring that individual responses remain untraceable.

CHAPTER FOUR

4 DATA ANALYSIS AND PRESENTATION

4.1 Introduction

In order to accomplish the research objectives, this chapter addresses the data presentation, analysis, and interpretation under each presentation. This chapter discusses the findings from the statistical and frequency study about the relation between organizational culture and communication practices. To ascertain the relationship between the impacts of each independent variable considered in this study on employees' communication practices, correlational and inferential analyses were employed.

4.2 Response Rate

The study included questionnaires as a means of gathering data from participants. Using the sample size (207) found in the research methodology sections, the number of questionnaires sent to the respondents was determined. A total of 195 correctly filled out and returned questionnaires by the participants were selected for additional analysis in the study. The complete responses were analysed using SPSS software. Tables and charts were then used to describe and illustrate the analysis. The researcher received 195 responses to the questionnaire; only 195 of them returned it with accurate and relevant answers, yielding a response rate of 94.2%. The response also shows that most of the respondents are frontline as indicated in the methodology section when the ratio was made for each of the population. The response shows that 4 of the senior management have returned the question. Moreover from the issued 158 questions 150 of them were appropriately filled and returned to the researcher. Four of the middle level managers also did not return the questionnaire.

Table 4.1 position of the respondents

		Position		
		Frequency	Percent	Valid Percent
Valid	Frontline	150	76.9	76.9
	Middle management	41	21.0	21.0
	Senior management	4	2.1	2.1
	Total	195	100.0	100.0

Source: Compiled from the study, 2024

4.3 Descriptive Statistics

This section summarizes the characteristics of the respondents and their responses to the study's variables using descriptive statistics, including frequencies, percentages, means, and standard deviations. These statistics provide an overview of the dataset's distribution and central tendencies, helping to outline the general attributes of the respondents and their perceptions.

4.4 Demographic Data

By describing characteristics of the respondents, it is possible to know some background information about the sample population who participated in the study. The following figures show the general characteristics (Sex, age, position and years of service at the ATI).

4.4.1 Age group of the respondents

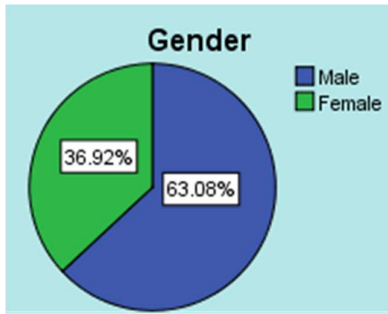
Table 4.2 age group of the respondents

		Frequency	Percent	Valid Percent
	36 – 45	102	52.3	52.3
Valid	46 – 55	47	24.1	24.1
	26 – 35	27	13.8	13.8
	18 – 26	17	8.7	8.7
	56 and above	2	1.0	1.0
	Total	195	100.0	100.0

Source: Compiled from the study, 2024

The respondent's age is significant in research because, as a result of their experiences, older individuals may have different opinions than younger ones. Furthermore, opinions on particular topics may differ amongst individuals of different ages. The outcomes of the researcher's attempt to ascertain the respondent's age are shown in table 4.1 above. The findings also indicate that 17(8.7%) respondents were between 18-26 years of age, 27(13.8%) are between 26-35 and 102 (52.3%) respondents were aged between 36-45, 47 (24.1%) respondents were between 46-55 years of age while the remaining and 2(1%) respondents are 56 and above years of age. This implies that majority of the respondents were middle-aged, which can be attributed to experience of the ATI and employee who are productive enough to carry out their duties in active manner.

4.5 Gender of the respondents

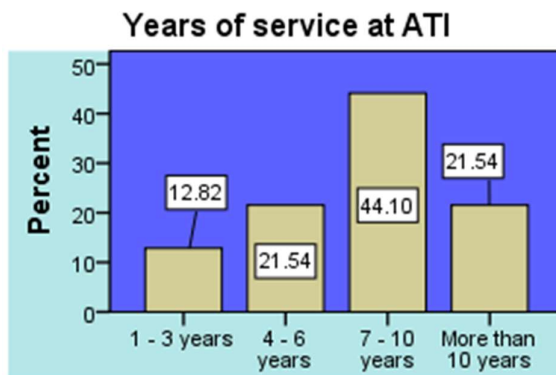


Source: own survey of the researcher, 2024

Figure 4.1 sex of the respondents

There were 195 respondents in total who voluntarily took part in this survey; 63.08 % of them were men and 36.92% were women. The fact that there were almost twice as many male participants as female participants can be attributed to the fact that women were given chances in recent years and they are not high in number in most of the organization. But now days given the chance to advance in their knowledge and status in any area it is expected to increase in number in the upcoming recent years and are included in the opportunity provided by the government, which emphasizes including women in all areas of job opportunities.

4.6 Experience of the respondents



Source: own survey of the researcher (2024)

Figure 4.2: Experience of the respondents

The majority of respondents have favourable experience, as shown by figure 4.2 below, with the greatest number (44.1%) having between seven and ten years of experience. The following two equal percentages, 21.54% correspond to experience lasting between four and six years and more than ten years. Moreover, 12.82% of the participants reported having 1-3 years of experience. The researcher claims that job experience aids in employees' comprehension of the workplace and the communication and organizational culture aspects they can anticipate from their bosses and their organization. Additionally, it allows them to think through several performance alternatives for every worker under their supervision

Simple summaries of the data gathered through questionnaires are described in this study using descriptive statistics. This section presents the respondents' response analysis using percentage, frequency, mean, and standard deviation. The study gave the frequency analysis results here, and at the conclusion of the descriptive analysis, the mean and standard deviation of each variable are shown in accordance with the discussion of all the variables.

Table 4.3 Likert scale range of values for analysis of mean score values:

No.	Mean Range	Response Option
1	[1.00 – 1.49)	Strongly Disagree
2	[1.50-2.49)	Disagree
3	[2.50 – 3.49)	Neutral (Moderate)
4	[3.50 – 4.49)	Agree
5	[4.50 – 5.00)	Strongly Agree

Source: Aron et al. (2008, cited in Abebe, 2014)

KEY: SD=Strongly Disagree, D= Disagree, N= neutral/moderate, A =Agree, SA=Strongly Agree, SD =Standard deviation and M=mean

4.7 Competing Value Framework (CVF) developed by Cameron and Quinn (2011)

Table 4.4 statistics and frequency analysis of dominant characteristics

No	Items	SD	D	N	A	SA	SD	D	N	A	SA	Mean	SD
		(%)	(%)	(%)	(%)	(%)	(Freq)	(Freq)	(Freq)	(Freq)	(Freq)		
1	ATI is a very personal place	5.1	17.4	31.8	23.6	22.1	10	34	62	46	43	3.40	1.16
2	ATI is a very personal place. It is like an extended family.	3.6	17.9	21.0	31.3	26.2	7	35	41	61	51	3.58	1.20
3	I feel a sense of belonging and friendship with my colleagues	3.1	12.3	19.0	41.5	24.1	6	24	37	81	47	3.71	1.10
4	ATI is a very dynamic and entrepreneurial place. People are willing to take risks.	0.0	0.0	0.0	50.8	49.2	0	0	0	99	96	4.49	0.50
5	New ideas and innovations are encouraged and supported	0.0	0.0	0.0	43.1	56.9	0	0	0	84	111	4.57	0.50
6	ATI is very results-oriented. A major concern is getting the job done.	2.1	8.2	16.9	41.0	31.8	4	16	33	80	62	3.92	0.95
7	Achieving targets and completing tasks is a top priority.	3.6	10.3	17.4	39.5	29.2	7	20	34	77	57	3.81	1.01
8	ATI is a very controlled and structured place. Formal procedures	1.0	5.6	12.3	40.5	40.5	2	11	24	79	79	4.14	0.88

	generally govern what people do.												
9	There are clear rules and procedures that everyone follows	1.5	5.1	12.3	47.7	33.3	3	10	24	93	65	4.05	0.89

Source: SPSS result and own survey of the researcher (2024)

- **Organizational Culture Dimensions (Likert Scale Analysis)**

Based on the Competing Values Framework (CVF), responses regarding organizational culture characteristics were analyzed using mean scores and standard deviations. For example:

- The mean score for "ATI is a very personal place" was 3.4 (SD = 1.16), indicating neutral to positive responses.
- "ATI encourages new ideas and innovation" had a higher mean of 4.57 (SD = 0.50), reflecting strong agreement among respondents.

Sense of Belongingness (Clan)

From the above table we can see that the result of study showed the mean score of 3.4, 3.58 and 3.71 with SD of 1.16, 1.2 and 1.1 respectively for statements 1 to 3 implies that the responses are nearly are within the range of [3.50-4.49), agree. This implies that for most of the respondents ATI is perceived as a personal place where they experience sense of belonging and friendship with their colleagues. The researcher believes that belongingness is in organizational culture and can be demonstrated through everyday actions that convey care and support, fostering an environment where employees feel valued (Dewi et al., 2020).

According to the **Competing Values Framework (CVF)** classification by Cameron and Quinn (2011), a **Clan culture** is characterized by collaboration and familial ties, leading to open and participative communication.

Entrepreneurial Characteristics (Adhocracy)

The response indicates that ATI is a very dynamic and entrepreneurial place, with the mean score of 4.49 within the range of [3.50-4.49), agree, with SD of 0.5 implying that ATI is entrepreneurial, and people are willing to take risks. This preceding response supported the

number five statement under dominant characteristics which states that new ideas and innovations are encouraged and supported in ATI with response mean score of 4.57 and SD 0.5 within the range of [3.50-4.49), agree strengthened the preceding statement regarding entrepreneurship which implies the practicability of the new ideas and innovations in the organization. According to Cameron and Quinn (2011) Competing Values Framework (CVF) classification if the culture type is adhocracy it will be characterized by dynamic entrepreneurial and innovative characteristics which will help the organization encourage new ideas hence innovative and flexible communication.

Results Orientation (Market)

The respondents were also asked about if ATI is very results-oriented and a major concern is getting the job done showed a mean response of 4.11 with SD 0.99 I is within the range of [3.50-4.49), agree and most of the respondents also think that achieving targets and completing tasks is a top priority in ATI (98.4% cumulative agree) which implies that ATI also believes in achieving targets. According to Cameron and Quinn (2011) Competing Values Framework (CVF) classification if the culture type is market oriented type of dominant culture which is characterized by competitive, goal-oriented, results-focused will results in direct, competitive and goal oriented employee.

Structured Environment (Hierarchical)

At the same time ATI is a very controlled and structured place. Formal procedures generally govern what people do was shown by the mean score of 4.14 and SD 0.799 within the range of [3.50-4.49), agreeing and implying that there are formal procedures. *Goal-oriented, clearly articulated, function-related communication that moves across the hierarchy, complies with established norms, and spans time and place is referred to as formal communication* (Gomez and Dailey, 2017). Moreover, most of the respondents believes that there clear rules and procedures that everyone follows (52.9% cumulative agree). According to Cameron and Quinn (2011) Competing Values Framework (CVF) classification if the culture type is hierarchical which is characterized by structured, controlled, efficiency-focused it will result in formal, structured and clear lines of authority during communication.

From the analysis above, it can be concluded that ATI exhibits a **mixed culture**. While there are strong elements of **Clan** and **Adhocracy cultures**, emphasizing collaboration and innovation, there are also significant characteristics of **Market** and **Hierarchical cultures**,

focused on results and structure. This mixed cultural framework suggests that ATI values both interpersonal relationships and a results-oriented, structured approach, facilitating a comprehensive environment for communication and collaboration.

4.8 Employees' general perceptions of organizational culture in ATI

4.8.1 Perception of organizational leadership

Table 4.5 statistics and frequency analysis of organizational leadership

No	Items	S D	D	N	A	SA	M	S D.
1	The leadership at our organization exemplifies mentoring, facilitating, or nurturing.	3.1	15.4	19.5	36.9	25.1	3.66	1.11
2	Leaders are approachable for advice and mentorship	5.1	13.3	23.1	15.4	43.1	3.78	1.3
3	leaders provide guidance and support to help you grow professionally	2.1	5.1	22.6	52.8	17.4	3.78	0.864
4	The leadership at ATI exemplifies entrepreneurship, innovation, or risk-taking.	6.2	20.5	30.8	24.1	18.5	3.28	1.2
5	Leaders are open to trying new methods and taking calculated risks	4.1	13.3	27.7	33.8	21	3.54	1.1
6	The leadership at ATI is very straightforward and assertive, with a strong emphasis on achieving goals and getting results	5.1	12.8	21.5	33.8	26.7	3.64	1.2
7	leaders prioritize getting results and achieving goals above anything else	3.6	4.1	12.8	35.9	43.6	4.12	1.02
8	Emphasis is placed on efficiency and productivity by the leadership	1	9.7		53.8	35.4	4.13	0.91
9	The leadership at ATI is generally considered to exemplify	0.5	10.3	4.1	70.8	14.4	3.88	0.8

	coordinating, organizing, or smooth-running efficiency.							
10	Leaders are focused on maintaining order and efficiency in operations		11.8	3.6	70.8	13.8	3.87	0.8

Source: SPSS result and own survey of the researcher (2024)

The first statement assessed whether leadership at ATI exemplifies mentoring, facilitating, or nurturing. The mean score of **3.66** and a standard deviation of **1.11** indicate that **62%** of respondents cumulatively agreed that there is a positive presence of mentoring and nurturing within the organization. According to Korkmaz and Zorlu (2021) employees in organizations must build strong bonds with one another and carry out their tasks harmoniously because of the effects of global, social, economic, and technological changes.

Moreover, 43.1% of respondents agreed that leaders are approachable for advice and mentorship, reflected in a mean score of **3.78** and a standard deviation of **1.3**. This suggests that ATI’s leadership is perceived as accessible and supportive. Additionally, the same mean score of **3.78** indicates that a majority (69.4% cumulative agreement) feel that leaders provide guidance and support for professional growth.

On the other hand, though new ideas and innovations are encouraged and supported in ATI the respondents implied that the leadership at ATI moderately exemplifies entrepreneurship, innovation, or risk-taking which was implied with a mean score of 3.28 and SD 1.2 which is within the range of [2.50-3.49), neutral (moderate). However, the leaders are open to trying new methods and taking calculated risks with a mean value of 3.54 and SD 1.1 which is within the range of [3.50-4.49), agree.

The leadership at ATI is very straightforward and assertive, with a strong emphasis on achieving goals and getting results also implied with a mean score of 3.64 and SD 1.2 which is within the range of [3.50-4.49), agree. Moreover, the response to the statement “leaders prioritize getting results and achieving goals above anything else” was believed by most of the respondents (79% cumulative) and a mean score of 4.12 which is within the range of [3.50-4.49), agree. The responses of 70.8% agreeing and 14.4% strongly agreeing respondents show that the leadership at ATI is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. Regarding the relation of leadership and organizational communications Korkmaz and Zorlu (2021) showed in their study that effective organizational communication is mandatory for companies to accomplish their objectives. When it comes to

managing the corporate communication process effectively, leadership is thought to be the most crucial organizational variable.

In summary, employees perceive ATI's leadership positively in terms of mentorship, approachability, and support for professional growth. However, while there is encouragement for innovation, the perceived level of entrepreneurship and risk-taking is moderate. Overall, leadership at ATI is viewed as goal-oriented, focused on efficiency, and effective in coordinating organizational efforts, contributing positively to the organizational culture.

4.8.2 management of employees

Table 4.6 statistics and frequency analysis of management of employees

No	Items	S D	D	N	A	SA	M	S D.
1	The management style in ATI is characterized by teamwork, consensus, and participation.		0.5	1.0	57.4	41.0	4.39	0.54
2	decisions are often made through team discussions and consensus		1.0	16.4	78.5	4.1	3.86	0.5
3	The management style in ATI is characterized by individual risk-taking, innovation, freedom, and uniqueness.			1.5	44.6	53.8	4.52	0.5
4	employees are encouraged to take initiative and bring unique ideas to the table		0.5	7.7	65.6	26.2	4.17	0.6
5	The management style in ATI is characterized by hard-driving competitiveness, high demands, and achievement.	4.6	16.4	22.6	29.7	26.7	3.57	1.2
6	there is high performance and competitiveness expected from employees	2.6	13.3	16.4	40	27.7	3.77	1.1
7	The management style in ATI is characterized by security of	5.6	14.9	21.5	35.9	22.1	3.54	1.2

	employment, conformity, predictability, and stability in relationships							
8	I feel a sense of job security and stability my your role	3.6	4.6	19	64.6	8.2	3.69	0.83

Source: SPSS and own survey result (2024)

The respondents were also asked if the management style in ATI is characterized by teamwork, consensus, and participation and their response with a mean score of 4.39 and SD 0.54 which is within the range of [3.50-4.49), agree implies that the employees believe there is teamwork and participation to the extent decisions often made through team discussions and consensus (mean score 3.86 and cumulative agree 82.6%). According to Almamari and Kolluru (2020), effective communications are essential for successful management, since they support each other's efforts and enable management departments to function with maximum efficiency. Experiencing the highest levels of management today can be as result of progresses through numerous stages.

The response with a mean score of 4.50 and SD 0.5 also implies that the management style in ATI is characterized by individual risk-taking, innovation, freedom, and uniqueness. The researcher believes that when communication becomes the effective and rapid bearer and carrier of the ideas, messages, and work of the management institutions, it enhances the organization's productivity and work to the intended shape; and now days in ATI, employees are encouraged to take initiative and bring unique ideas to the table (mean score 4.17 and SD 0.6).

Moreover, the mean score of 3.57 which is within the range of [3.50-4.49), agrees, with statement number five in above table 4.6 implies that the management style in ATI is characterized by hard-driving competitiveness, high demands, and achievement. According to Almamari and Kolluru (2020), communication is the torch that illuminates the path of institutions by dispersing its light everywhere.

The respondents were also asked about the extent to which the management style in ATI is characterized by the security of employment, conformity, predictability, and stability in relationships, and the response with a mean score of 3.54 and SD 1.2 which is within the range of [3.50-4.49), agree, implied that there is significant security of employment, conformity, predictability, and stability in relationships. Finally, most of the respondents 72.8%

(cumulatively) feel a sense of job security and stability in their role. So, the various management divisions flourish under this arrangement, enhancing one another as though they were a single entity. We are unable to discuss dispersed management. It is comparable to the little rivers that feed into the larger river. Any organization's local management eventually grows into the institution's overall management (Lodato, 2006).

The analysis of employee perceptions regarding ATI's management style reveals a **hybrid cultural environment**, combining elements of **Clan, Adhocracy, and Market cultures**. There is strong emphasis on **teamwork, participation, and innovation**, alongside moderate attention to **competitiveness and stability**. This hybrid approach allows ATI to foster a collaborative and innovative environment while maintaining a degree of control and performance-driven focus.

Effective communication plays a critical role in bridging these management styles, helping employees feel empowered to contribute their ideas while also aligning their efforts with organizational goals (Lodato, 2006). According to **Almamari and Kolluru (2020)**, communication is the light that guides organizations toward achieving harmony and efficiency in management, which is reflected in ATI's management structure.

4.8.3 Perception of organizational glue

Table 4.7 statistics and frequency analysis of organizational glue

No	Items	S D	D	N	A	SA	M	S D.
1	The glue that holds ATI together is loyalty and mutual trust	12.3	11.8	10.3	39.5	26.2	3.55	1.3
2	I feel a strong sense of loyalty and trust towards ATI				51.3	48.7	4.49	0.5
3	Innovation and continuous improvement are core value at ATI			5.6	64.1	30.3	4.25	0.55
4	ATI invest in new technologies and methods				51.3	48.7	4.49	0.5
5	The glue that holds ATI together is the emphasis on achievement and goal accomplishment		2.1	7.7	86.2	4.1	3.92	0.5

6	achieving goals and meeting targets are a shared focus among employees			4.6	60	35.4	4.31	0.4
7	The glue that holds ATI together is formal rules and policies. Maintaining a smooth-running organization is important.	1.5	14.4	10.8	51.8	21.5	3.77	0.9
8	Rules and policies are significant in keeping the organization functioning well	1.0	2.6	6.7	41	48.7	4.34	0.8

Source: SPSS and own survey result (2024)

From the above table 4.7 we can see that the respondent's response with a mean score of 3.55 and SD 1.3 which is within the range [3.50-4.49), agree for the statement "the glue that holds ATI together is loyalty and mutual trust" implies that there is significant trust and loyalty to tie together the employees. Also most of the respondents believe that they feel a strong sense of loyalty and trust towards ATI (100% agree).

According to Razak et al. (2019), organizational glue, such as loyalty and trust, is essential in creating a strong communication climate where employees feel secure and valued. A positive organizational glue enhances employees' communication, which improves the flow of information and strengthens interpersonal relationships within the workplace.

Innovation and continuous improvement are core value at ATI (94.4%) and ATI invest in new technologies and methods (100%, mean score 4.49). 86.2% of the respondents agreed that the glue that holds ATI together is the emphasis on achievement and goal accomplishment with mean score of 3.88 and SD 3.92 which is within the range [3.50-4.49), agree. The researcher believes that innovation is a core part of ATI's culture, and this focus on innovation acts as a significant unifying factor for the organization. The way in which employees view the organizational culture is significant because it has a direct bearing on the traits that are observable and quantifiable in their work. Organizational culture functions on a deep and profound mental level, providing employees with the tools to comprehend the organization's values and beliefs. One of the issues that firms nowadays face is trying to retain great employees but not knowing how to do so. Employees' ability to communicate effectively within the organization depends on their ability to comprehend tactics that promote high-quality communication, which is essential to the success of any given firm. According to Razak et al. (2019), when communication breaks down, employers and employees should avoid putting

obstacles in the way by using body language, cultural differences, emotions, and distinct personalities. Instead, they should communicate in a consistent, clear, complete, and accurate manner. Razak et al., 2019 also implied that employee management is crucial to the overall operation of any organization or business.

The glue that holds ATI together is formal rules and policies and maintaining a smooth-running organization is important as implied with mean score of 3.77 and SD 0.9 and rules and policies are significant in keeping the organization functioning well was implied by mean score of 3.54 and SD 1.2 as well as 89.7% cumulative agree. Moreover, the internal environment of information flow between employees in the organization through formal and informal networks is generally referred to as the communication climate. When information is openly exchanged, the communication climate is open; when it is not, it is closed.

According to Razak et al. (2019), effective communication depends on a structured environment where rules are clear and policies are communicated effectively. When formal systems are in place, communication within the organization tends to be more predictable and efficient, enabling better coordination and operational stability.

The analysis of organizational glue at ATI highlights a combination of Clan, Market, and Hierarchy cultures. Trust, loyalty, innovation, and achievement form the core elements that unify the organization, while formal rules and policies provide structure and ensure smooth operations. The presence of these values fosters a cohesive work environment, where employees are aligned towards shared goals, supported by a culture of mutual trust and innovation.

Razak et al. (2019) further explain that communication breakdowns can occur when employees are not aligned with the organization's cultural values, emphasizing the need for clear, consistent, and accurate communication to strengthen organizational glue. ATI's emphasis on clear rules, goal accomplishment, and trust ensures that employees remain connected and aligned with the organization's mission.

4.9 Communication Practices

Key communication dimensions, measured on a Likert scale, revealed the following:

- **Communication Climate:** The mean score was 3.63 (SD = 1.4), suggesting general satisfaction with the communication practices motivating employees to achieve goals.

- **Media Quality:** A high mean of 4.49 (SD = 0.9) indicates strong satisfaction with communication channels reinforcing employees' roles.
- **Horizontal Communication:** A mean of 3.51 (SD = 1.3) reflects satisfaction with communication between departments.

4.9.1 Communication climate

Table 4.8 statistics and frequency analysis of communication climate

The extent to which communication at ATI motivates me					
		Frequency	Percent		
Valid	very dissatisfied	25	12.8	3.63	1.4
	Dissatisfied	21	10.8		
	Indifferent	16	8.2		
	Satisfied	72	36.9		
	very satisfied	61	31.3		
	Total	195	100.0		

Source: SPSS and own survey result (2024)

From the above table 4.8, with a mean score of 3.63 and SD 1.4 within the range [3.50-4.49), satisfied (adopted from table 4.3 of Aron et al. (2008) cited in Abebe (2014) above), the response implies that most of the respondents (68.2% cumulative satisfaction) believe the communication at ATI motivates them to meet their goals. The organization's communication throughout the workforce facilitates the culture's dissemination. Additionally, staff interactions and communications shape the culture of the organization.

In summary the analysis of communication climate at ATI suggests that employees generally feel motivated by the existing communication practices. This favorable perception indicates that ATI has successfully fostered a culture of open communication, which is crucial for aligning employee efforts with organizational objectives. Maintaining this positive communication climate is vital for further enhancing employee satisfaction and organizational effectiveness.

4.9.2 Media quality

Table 4.10 statistics and frequency analysis of media quality

The extent to which with communications reinforce my role and contribution to the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	16	8.2	4.49	0.9
	indifferent	3	1.5		
	satisfied	46	23.6		
	very satisfied	130	66.7		
	Total	195	100.0		

Source: SPSS and own survey result (2024)

Also the result shows that communications reinforce the role of the employees and contribution to the organization with a mean score of 4.49 and SD 0.9 which is within the range [3.50-4.49), implies satisfied (adopted from table 4.3 of Aron et al. (2008) cited in Abebe (2014) above). It's critical to keep in mind that selecting the appropriate media is not the only factor in effective communication. Information must be communicated in a clear and well-crafted manner in order to be understood and acted upon. In addition, developing solid relationships and promoting a pleasant communication environment require active listening, empathy, and cultural sensitivity.

4.9.3 Organizational integrity

Table 4.11 statistics and frequency analysis organizational integration

The way I receive information about my progress in my job.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	6.2	4.05	1.1
	Disagree	15	7.7		
	Agree	93	47.7		
	Strongly Agree	75	38.5		
	Total	195	100.0		

Source: SPSS and own survey result (2024)

The above analysis shows that most of the respondents 86.2% of the respondents believe that they are satisfied with the information they receive information about their progress in their job. The researcher also believes that the goal of integrated communication is to strategically

coordinate all messages, both internal and external, in order to foster a conversation between the organization and its employees that will influence their behaviour and attitudes.

4.9.4 Horizontal communication

Table 4.12 statistics and frequency analysis horizontal communication

Communication between departments at ATI					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	4.6	3.51	1.3
	Disagree	50	25.6		
	Neutral	36	18.5		
	Agree	33	16.9		
	Strongly Agree	67	34.4		
	Total	195	100.0		

Source: SPSS and own survey result (2024)

The above table 4.11 also shows that 51.3% of the employee are satisfied with the communication between departments at ATI and the mean score of 3.51 which is within the range [3.50-4.49), Agreed (adopted from table 4.3 of Aron et al. (2008) cited in Abebe (2014) above) shows the horizontal communication is effective. The exchange of information between employees who are on the same level within a company in an organization is important and, effective communication is essential to achieving objectives. It's critical to assist staff members in comprehending job duties and the workflow between workers who are situated at the same level of the hierarchy.

4.9.5 Communication platform

Table 4.13 statistics and frequency analysis of communication platform

The available communication platforms (email, intranet, meetings, etc.) are effective in facilitating smooth organizational communication.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	18	9.2	3.5	1.3
	Disagree	35	17.9		
	Neutral	30	15.4		
	Agree	55	28.2		
	Strongly Agree	57	29.2		
	Total	195	100.0		

Source: SPSS and own survey result (2024)

The respondents also believe that the available communication platforms (email, intranet, meetings, etc.) are effective in facilitating smooth organizational communication with a mean score of 3.5 and SD 1.3 which is within the range [3.50-4.49), satisfied (adopted from table 4.3 of Aron et al. (2008) cited in Abebe (2014) above).

4.9.6 Informal communication

Table 4.14 statistics and frequency analysis of informal communication

Informal communication channels at ATI effectiveness in keeping me informed					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.6	3.74	1.2
	Disagree	44	22.6		
	Neutral	19	9.7		
	Agree	55	28.2		
	Strongly Agree	72	36.9		
	Total	195	100.0		

Source: SPSS and own survey result (2024)

The informal communication channels at ATI are effective in keeping the employee informed with means core of 3.74 and SD 1.2 which is within the range [3.50-4.49), Agreed (adopted from table 4.3 of Aron et al. (2008) cited in Abebe (2014) above). Studies indicate that enhanced communication within and between work groups and on the lateral levels improves the overall performance of the firm (OPTUM, 2015). OPTUM (2015) further indicated that workers with the greatest productivity grades had superiors that communicated with them in the most efficient ways. For workers, communication flow is crucial. Workers must have confidence that their superiors are providing them with accurate and up-to-date information. They also want to be able to communicate their ideas, opinions, and worries to other employees of the organization. Research has indicated that organizations with strong communication skills can retain their surviving employees even during a downsizing period.

4.10 Impacts of organizational culture elements on the communication practices within the ATI

4.10.1 Inferential statistics

Two instances of inferential statistics are regression and correlation. A statistical method for determining the relationship between a dependent variable and one or more independent

variables is regression analysis. Regression analysis was used to determine the degree of relationship between each of the independent variables: dominant characteristics, employee management, organizational glue, organizational leadership, and the dependent variable, communication practices. Estimating the coefficients that illustrate the relationship between each component and employee performance is a critical step in the regression analysis. Correlation analysis helps to ascertain the direction and intensity of these correlations, and the study makes clear which aspects of leadership have the greatest influence on communication practices.

4.10.2 Correlation between organizational culture and communication practices

The correlation coefficient, which can be anywhere between -1 and +1, is the result of correlation analysis. A positive correlation coefficient suggests that there is a positive relationship between the two variables and that rising values for one will probably result in rising values for the other. Positive relationships between communication practices and organizational leadership, employee management, organizational glue, and dominant characteristics. In the context of ATI would suggest that advancements in these areas are linked to improved standards of communication practices. A negative correlation coefficient, on the other hand, denotes a negative relationship, which means that one variable tends to decline as the other rises. Correlational relations can be utilized to learn more about the aspects of communication practices that are strongly correlated with communication practices using correlation analysis. Correlational relations can be used to learn more about the aspects of leadership styles that are strongly correlated with communication practices using correlation analysis. The correlation information on the areas of organizational culture and communication practices was reviewed. Based on the absolute values of r , 0-0.39 is weak, 0.40-0.59 is moderate, 0.6-0.79 is high, and 0.8-1 is extremely strong.

The aforementioned cut points demonstrate that communication practices is strongly and positively correlated to dominant characteristics (0.798^{**}). Moreover communication practices is moderately and positively correlated to management of employees (0.543^{**}), organizational glue (0.567) and poorly correlated to organizational leadership (0.398^{**}). On the other hand dominant characteristics is also correlated positively and moderately to management of employees (0.418^{**}), organizational glue (0.450^{**}) whereas it is poorly correlated to

organizational leadership (0.268**). Management of employee is also moderately correlated to organizational glue (0.53**) and organizational leadership (0.504**).

Table 4.15 correlation table between organizational culture and communication practices

		Correlations				
		dominant characteristics	Management of employee	organizational glue	communication practices	organizational leadership
dominant characteristics	Pearson Corr.	1	.418**	.450**	.798**	.268**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	195	195	195	195	195
Management of employee	Pearson Corr.	.418**	1	.563**	.543**	.504**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	195	195	195	195	195
organizational glue	Pearson Corr.	.450**	.563**	1	.567**	.377**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	195	195	195	195	195
communication practices	Pearson Corr.	.798**	.543**	.567**	1	.398**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	195	195	195	195	195
organizational leadership	Pearson Corr.	.268**	.504**	.377**	.398**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	195	195	195	195	195

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

Source: SPSS and own survey result (2024)

The analysis indicates that dominant characteristics of organizational culture have the strongest correlation with communication practices at ATI. The positive relationships suggest that a supportive, collaborative environment enhances communication effectiveness. Additionally, while management practices and organizational glue significantly influence communication, organizational leadership's impact appears to be weaker, highlighting areas for potential improvement in leadership communication strategies.

These findings reinforce the importance of fostering a positive organizational culture to enhance communication practices, which is vital for achieving organizational goals and improving employee engagement (Razak et al., 2019).

4.10.3 Regression analysis between organizational culture and communication practices

The regression analysis's R^2 , regression coefficient discoveries, and interpretation are shown in this section. The objective of statistical regression is to ascertain the strength and type of the relationship between a single dependent variable (often denoted by Y) and several other variables (referred to as independent variables). Prior to performing regression analysis, a test of the assumptions was conducted and shown to meet the requirements. Then, the regression was divided into three primary sections: the regression coefficients, the analysis of variance, and the model summary. The regression coefficients described the individual effects of the independent variables on the dependent variables; the analysis of variance explained how much the independent variables explained variations in the dependent variable, and the model summary summarized the cumulative effect of the independent variables on the dependent variable. Three primary subsections comprise the analysis of variance as well. Three components make up the regression model: the total component, which provides an overview of the overall variability in communication practices; the residual component, which measures employee performance variability that cannot be explained after predictor variables have been taken into account; and the regression component, which evaluates the overall significance of the regression model.

4.10.3.1 Regression assumptions

- **Multicollinearity**

Table 4.16 Multicollinearity test

Items	Tolerance	VIF
Dominant characteristics	.757	1.321
Management of employee	.562	1.780
Organizational glue	.619	1.616
Organizational leadership	.732	1.366

- Source: SPSS and own survey result (2024)

It is vital to evaluate the possible problem of multicollinearity between the explanatory variables prior to moving on with the multiple regression models (Verbeek, 2008). Multicollinearity, or redundant response data, is the outcome of strong correlations between independent variables in a multiple regression model. It is critical to identify multicollinearity

since it can lead to significant fluctuations, high t-values, and potentially misleading results (Hosmer and Lemeshow, 1980). Two popular techniques for assessing multicollinearity (TOL) are tolerance and the Variance Inflation Factor (VIF). Generally speaking, multicollinearity is indicated by a VIF value larger than 10 or a TOL of less than 0.10.

Multicollinearity tests were conducted in our study, as the above table indicates, and the results demonstrate that the prerequisites for multicollinearity are satisfied. More specifically, all VIF values are less than 10, while TOL values are greater than 0.10. These findings suggest that the explanatory variables in our model are not highly correlated, which lessens the likelihood of multicollinearity.

- **Normality**

To find the residuals' normal distribution, the researcher used a histogram, as seen in the picture below. The result demonstrates that many residuals are extremely close to the curve, the histogram is bell-shaped, and standard residuals are marginally off the curve. The fact that all of the larger bars on the histogram are collected around the central value indicates that the majority of scores fall in the middle of the distribution. As a result, figure 4.3 below indicates that the residuals may have a normal distribution.

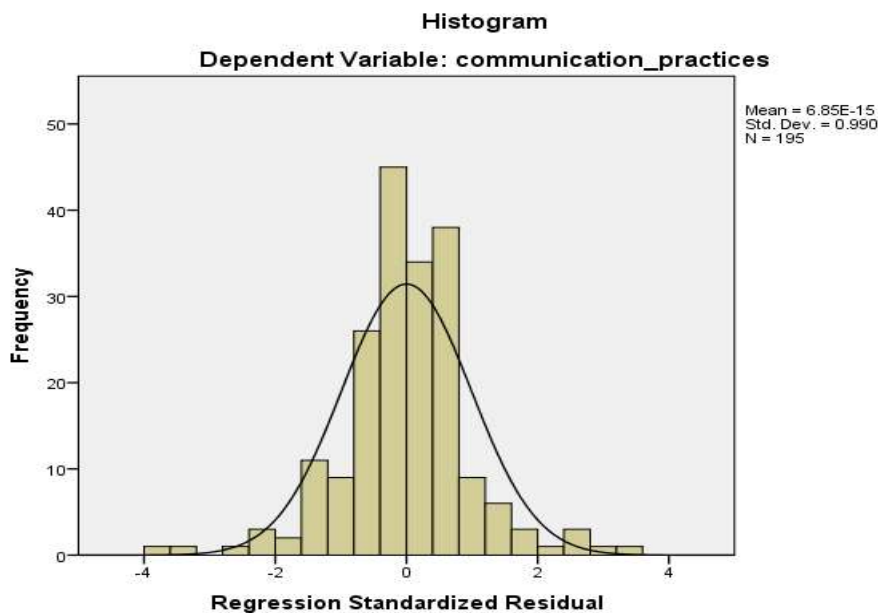


Figure 4.3 Normality distributions of the data

- **Linearity**

Given that the residuals' distribution shows no discernible fluctuation, as the p-plot of the residuals in figure 4.4 below shows, the assumptions seem fair for these data. There is a linear association between the independent and dependent variables, as this picture shows. This result suggests that the researcher prediction of a linear relationship is acceptable.

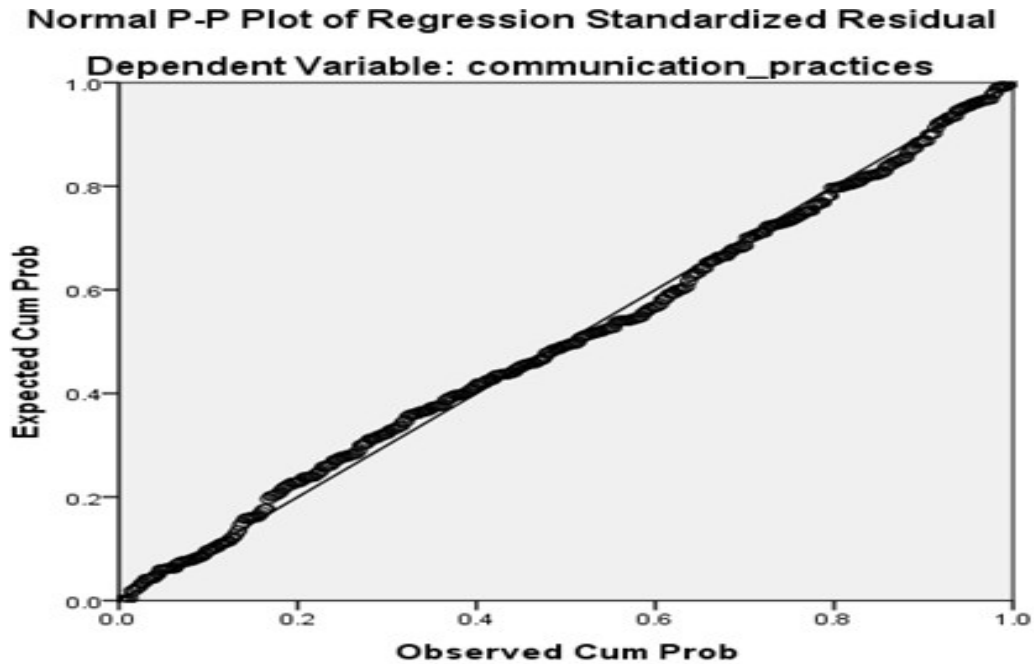


Figure 4.4 linearity of the data

- **Homoscedasticity**

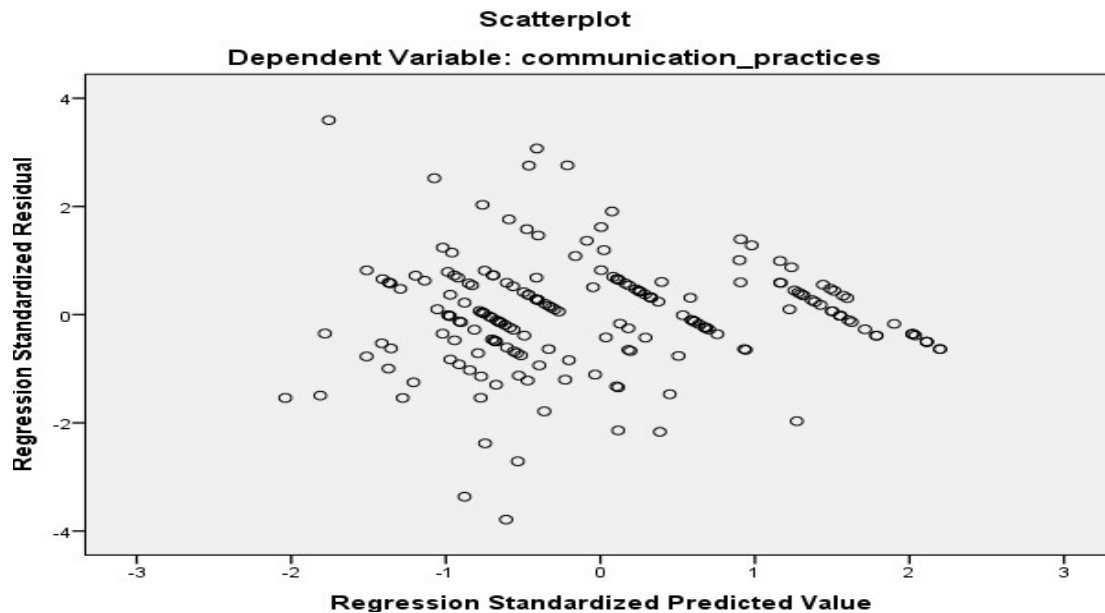


Figure 4.5 homoscedasticity

In homoscedasticity assumption, the variance of errors should remain constant. When the variance of the disturbance terms differs, the state of non-constant variance, or non-homogeneity of variance, is known as heteroscedasticity. Therefore, we can be certain that the points are distributed uniformly and randomly throughout the scattered diagram based on the result shown in figure 4.5 scatter plots above. Additionally, we can see that there is no evidence of a funnel-like shape of points on one side compared to the other, indicating that heteroscedasticity in the data was not confirmed.

In conclusion, the regression analysis indicates that the assumptions necessary for conducting the analysis are met. The findings from the multicollinearity test suggest that the independent variables are sufficiently distinct, reducing the likelihood of inflated standard errors. The normality, linearity, and homoscedasticity assessments further confirm that the regression model is suitable for examining the relationship between organizational culture elements and communication practices within ATI.

4.10.3.2 Model summary, analysis of variance and regression coefficients

4.10.3.2.1 Model summary

Table 4.17 regression model summary

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.717	.711	.41827
a. Predictors: (Constant), organizational_leadership, dominant_characteristics, organizational_glue, management_of_employee				
b. Dependent Variable: communication practices				

Source: SPSS and own survey result (2024)

The model summary displays the goodness-of-fit metrics for the used regression model and the meanings associated with each metric are discussed as follows: The correlation coefficient (multiple correlations) shows the direction and degree of the linear link between the dependent variable, communication practices, and the predictors' organizational leadership, dominant characteristics, organizational glue and management of employee. The multiple correlation coefficients (R) of 0.847^a in this case show that there is a rather high positive link between the predictors and the dependent variable. The coefficient of determination (R^2) indicates the

proportion of the dependent variable's variance that the predictor variables can explain, in this case is which is 71.1%, adjusted. This model's R Square value is 0.717, which indicates that roughly 71.7% of the variance in communication practices can be explained by the predictor variables (organizational leadership, dominant characteristics, organizational glue and management of employee). The adjusted R Square in this case is 71.1%, which is somewhat less than the R Square and indicates that, after controlling for sample size and predictor count, the model explains a marginally smaller amount of variance. As an estimate of the percentage of variance explained by the predictors, the R Square is, on the other hand, more conservative.

Standard Estimate Error: The standard error of the estimate represents the average level of uncertainty or variability in the predicted values of the dependent variable. The average difference between the expected and actual performance values is displayed by the standard error of the estimate in this model, which is 0.41827. A significant portion of the variance in communication practices can be explained by the predictors (organizational leadership, dominant characteristics, organizational glue and management of employee) combined, according to the model summary (71.1% of the variables are accountable for or have an impact on communication practices, with the remaining 28.9% being other related factors that were not taken into account). It is important to keep in mind that this summary does not address the relative value of each predictor or the direction of their effects. Further research would be necessary to ascertain the exact relationships between the predictors and communication practices. Examining the regression coefficients and their significance may be one aspect of this inquiry.

Table 4.18 analysis of variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.112	4	21.028	120.196	.000 ^b
	Residual	33.240	190	.175		
	Total	117.352	194			
a. Dependent Variable: communication s practices						
b. Predictors: (Constant), organizational_leadership, dominant_characteristics, organizational_glue, management_of_employee						

Source: SPSS and own survey result (2024)

Important information on how effectively the regression model predicts the dependent variable (communication practices) in connection to the predictor variables (organizational leadership, dominant characteristics, organizational glue and management of employee) can be found in

the ANOVA table. The regression component of the ANOVA table assesses the overall significance of the regression model. The sum of squares (84.112) in the regression shows the total variability in the communication practices that the predictor variables can explain. Regression's degrees of freedom ($df = 4$) correspond to the number of predictor variables in the model. The regression mean square (21.028) is the result of dividing the total squares by the degrees of freedom. The F-ratio (120.196) is the ratio of the regression mean square to the residual mean square. A p-value ($Sig. = .000^b$) for the regression model indicates its statistical significance and indicates that the predictor variables collectively have a significant impact on communication practices. The residual component of the ANOVA table evaluates the unexplained variability in communication practices after the influence of the predictor factors has been investigated. The residuals' sum of squares (33.240) represents the unexplained variance in communication practices. The degrees of freedom of the residuals ($df = 190$) are obtained by subtracting the number of predictor variables from the total number of observations (194). The mean square for the residuals (0.175) can be found by dividing the sum of squares for the residuals by the degrees of freedom. This number represents the average level of unexplained variability in communication practices. The total component of the ANOVA table provides information about the overall variability in communication practices prior to any regression modelling. The sum of squares for the whole/total (117.352) represents the overall variation in communication practices. The total degrees of freedom ($df = 194$) are calculated as the total number of observations minus one. In summary, the ANOVA table confirms that the regression model, which incorporates the predictor variables (organizational leadership, dominant characteristics, organizational glue and management of employee), explains a large portion of the communication practices. The model is statistically significant, as indicated by the sig p-value (0.000) of the regression component. However, the relative significance or contribution of each predictor variable is not provided by the ANOVA table.

Table 4.19 regression coefficients

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. E.	Beta		
1	(Constant)	-2.607	.390		-6.681	.000
	Dominant Characteristics	.860	.060	.641	14.452	.000
	Management Of Employee	.226	.089	.132	2.554	.011

	Organizational Glue	.390	.114	.168	3.423	.001
	Organizational Leadership	.116	.054	.096	2.138	.034
a. Dependent Variable: communication practices						

Source: SPSS and own survey result (2024)

The mean of the responses for each variable was transformed, computed, and labelled before a regression analysis between the independent and dependent variables were carried out. Then, using the unstandardized coefficients in the coefficients table, the researcher investigated the effects of each predictor variables: organizational leadership, dominating characteristics, organizational glue, and employee management on the dependent variable, communication practices. The unstandardized coefficient for dominant characteristics at significance level of 0.00 is 0.860. This indicates that, on average, a one unit increase dominant characteristics is associated with a 0.86 unit increase in communication practices, holding other variables constant. The coefficient for organizational glue at p-value of 0.00 is 0.39 suggesting that, on average, a one unit increase in organizational glue is associated with a 0.39 unit increase in communication practices, holding other variables constant. The coefficient for organizational leadership is 0.116 suggesting that, on average keeping other variables constant; one-unit increase in organizational leadership is associated with a 0.116 unit increase in communication practices but the level of significance is at p-value 0.05. Finally, the coefficient for management of employee at p-value of 0.05 is 0.226 suggesting that, on average, a one unit increase in management of employee is associated with a 0.226 unit increase in communication practices, holding other variables constant. In summary, based on the unstandardized coefficients, it appears that organizational leadership, dominating characteristics, organizational glue, and employee management have significant effect on communication practices. These findings suggest that improving organizational leadership, dominating characteristics, organizational glue, and employee management of the institution are effective strategies for increasing communication in the ATI.

In summary, the analysis indicates that dominant characteristics, organizational glue, management of employees, and organizational leadership significantly affect communication practices at ATI. These findings suggest that improving these elements of organizational culture can enhance communication effectiveness within the institution.

4.11 Result and Discussion from competing value framework perspective

The findings regarding the dominant characteristics of the organizational culture the result showed that ATI for most of the respondents is a personal place in which they feel sense of belonging and friendship with their colleagues this enhances one of the CVF framework's which is collaboration. This was supported by literature that employees' sense of belonging is also anticipated to be able to lower turnover rates, allowing businesses to stop hiring as often in response to excessive employee turnover (Dewi et al., 2020).

The Competing Values Framework (CVF), which was created in 2011 by Cameron and Quinn, provides a comprehensive framework for understanding organizational. The particular values and priorities that each culture type represents have an impact on organizational practices and outcomes. The Competing Values Framework (CVF) which is about organizational effectiveness and organizational culture and has since been validated by numerous studies. The concept of "organizational effectiveness" is deceptively simple to understand.

The result also showed that ATI is a very dynamic and entrepreneurial place and people are willing to take risks and ideas and innovations are encouraged and supported in ATI, and the other framework is innovation which complies with the CVF.

ATI is very results-oriented and a major concern is getting the job done and formal procedures generally govern what people do, this complies with the CVF frame work which is focused organization in doing things fast and doing things right. ATI exemplifies mentoring, facilitating, or nurturing and according to Korkmaz and Zorlu (2021) employees in organizations must build strong bonds with one another and carry out their tasks harmoniously because of the effects of global, social, economic, and technological developments as well as the growing need for labor division and coordination. Moreover collaboration according to CVF helps organizational structures in the business world to have leaders in that are approachable for advice and mentorship; the result of the analysis also showed that the leaders at ATI are approachable and new ideas and innovations are encouraged and supported in ATI. The result also indicated that the leadership at ATI is very straightforward and assertive, with a strong emphasis on achieving goals and getting results. The respondents were also asked if the management style in ATI is characterized by teamwork, consensus, and participation.

Quinn and Rohrbaugh (2011) discovered through their research that successful businesses balance two factors: stability and focus. While some businesses succeed by maintaining a competitive external positioning, others show efficiency through flexibility and adaptability.

As a result, some businesses are successful because they maintain stability and control. According to Almamari and Kolluru (2020), effective communications are essential for successful management, since they support each other's efforts and enable management departments to function with maximum efficiency. The result also implied that the management style in ATI is characterized by individual risk-taking, innovation, freedom, and uniqueness and the management style in ATI is characterized by hard-driving competitiveness, high demands, and achievement; hence, the two results show that the creativity, competitiveness, collaboration aspects of the CVF are enhanced. The other result of the organizational culture which is organizational glue showed that the glue that holds ATI together is loyalty and mutual trust whereas Innovation and continuous improvement are core values at ATI. ATI invests in new technologies and methods. New technologies and innovation together with collaboration and loyalty enhance the main aspects of the competing value framework.

The result also shows that the respondents are satisfied with the communication climate and in an organization with a favourable communication environment, information will flow much more readily; in a poor communication climate, it may not flow at all, especially when it is most required. A positive work environment and improved information exchange are made possible by a friendly communication climate. The atmosphere that permeates a company might be likened to the weather; it is the climate that employees experience there. It is essential to the culture of the company. More precisely, people's attitudes toward delivering and receiving signals as well as the supporting or defensive environment they experience within the company are what constitute the organizational climate. Organizational leadership, dominating characteristics, organizational glue, and employee management have significant effects on communication satisfaction.

CHAPTER FIVE

5 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study employed descriptive and explanatory analysis to determine the impact of the organizational culture on the communication practices of the ATI and summarizes the main findings of the study as follows.

The study results indicate that most respondents, with mean scores within the range of [3.50-4.49), agree that ATI is a personal place where they feel a sense of belonging and friendship with their colleagues. The respondents in the study agree that ATI is a dynamic and entrepreneurial environment, with a mean score of 4.49, indicating a willingness to take risks. They also support the idea that new ideas and innovations are encouraged and supported within the organization. The respondents in a study indicated that ATI is results-oriented, with a focus on achieving targets and tasks. They also implied that that formal procedure governs their work, indicating a strong commitment to achieving targets within a controlled and structured environment. The majority of respondents (62%) agreed that their organization's leadership exemplifies mentoring, facilitating, and nurturing, indicating exemplary leadership. Over half of respondents in ATI believe their leaders are approachable for advice and mentorship, providing guidance for professional growth. However, they also believe their leadership moderately exemplifies entrepreneurship, innovation, or risk-taking, with a mean score of 3.28. The leaders at ATI are open to new methods and taking calculated risks, with a mean score of 3.54 and SD 1.1, and emphasize goal achievement and results. The leadership at ATI is straightforward, assertive, and emphasizes achieving goals and achieving results, with a mean score of 3.64 and a standard deviation of 1.2. Most respondents at ATI believe that their leadership prioritizes achieving goals and results, with a mean score of 4.12, indicating a strong commitment to efficiency and coordination.

The respondents in ATI's management style believe teamwork, consensus, and participation are prevalent, with decisions often made through team discussions and consensus, with a mean score of 3.86 and cumulative agreement of 82.6%. The management style in ATI is characterized by individual risk-taking, innovation, freedom, and uniqueness, as indicated by the mean score of 4.52 and SD 0.5. Effective communication enhances organizational productivity and encourages employees to bring unique ideas to the table, according to a study in ATI. Moreover, the mean score of 3.57 indicates that ATI's management style is

characterized by competitiveness, high demands, and achievement. The respondents in ATI's management style rated job security, conformity, predictability, and stability as significant, with 72.8% feeling a sense of job security and stability in their role. The respondent agrees that loyalty and mutual trust are the glue that binds employees to ATI, with 100% feeling a strong sense of loyalty and trust towards the organization. ATI values innovation, invests in new technologies, and emphasizes achievement, with 86.2% of respondents agreeing that achievement is the glue that holds the organization together. Formal rules and policies are crucial for maintaining a smooth-running organization, as implied by a mean score of 3.77 and a cumulative agreement of 89.7%. The majority of respondents (68.2%) believe that communication at ATI motivates employees to meet their goals, reinforces their role, and provides information about job progress. They also believe communication between departments is effective, with a mean score of 3.51. Communication platforms like email, intranet, and meetings facilitate smooth organizational communication, while informal channels keep employees informed.

The inferential statistics shows that communication practices is strongly and positively correlated to dominant characteristics (0.798^{**}). Moreover communication practices is moderately and positively correlated to management of employees (0.543^{**}), organizational glue (0.567) and poorly correlated to organizational leadership (0.398^{**}). The model's multiple correlation coefficients (R) show a strong positive link (0.847) between predictors (organizational leadership, dominant characteristics, organizational glue and management of employee) and the dependent variable, explaining 71.1% of the variance in communication practices. The coefficients for organizational glue, organizational leadership, management of employee and dominant characteristics at p-value of 0.01/0.05 are 0.39, 0.116, 0.226 and 0.860 suggesting that, on average, a one unit increase in organizational glue, organizational leadership, management of employee and dominant characteristics increases communication practices by 0.39, 0.116, 0.226 and 0.860 respectively.

5.2 Conclusion

Based on the specific objectives of the study which includes the perception of organizational culture and communication practices, the relation or correlation between the elements of organizational culture and communication practices, and the impact the elements of the organizational culture has on the communication practices.

Regarding the perceptions of the organizational culture and communication practices the study results indicate that most respondents ATI is a personal place where employees feel a sense of belonging and friendship with their colleagues. ATI is a dynamic and entrepreneurial environment, where there is willingness to take risks. The employees also showed that in the organization there is a support of t new ideas and innovations; however ATI is result-oriented in which formal procedure governs the work of employees. Organizational leadership in ATI exemplifies mentoring, facilitating, and nurturing; indicating exemplary leadership and leaders are approachable for advice and mentorship, providing guidance for professional growth. However, there are also employees who believe that the leadership in ATI moderately exemplifies entrepreneurship, innovation, or risk-taking. The leaders at ATI are open to new methods and taking calculated risks, and emphasize goal achievement and results. The ATI's management style believes teamwork, consensus, and participation are prevalent, with decisions often made through team discussions and consensus. The management style in ATI is characterized by individual risk-taking, innovation, freedom, and uniqueness. So, effective communication enhances organizational productivity and encourages employees to bring unique ideas to the table, according to a study in ATI. Moreover, ATI's management style is characterized by competitiveness, high demands, and achievement. Loyalty and mutual trust are the glue that binds employees to ATI, due to strong sense of loyalty and trust towards the organization. The result also indicated that communication between departments is effective and platforms like email, intranet, and meetings facilitate smooth organizational communication.

The inferential statistics shows that communication practices are strongly and positively correlated to dominant characteristics. Moreover communication practice is moderately and positively correlated to management of employees, organizational glue and poorly correlated to organizational leadership. The model's multiple correlation coefficients showed there is a generally a strong and positive link (0.847) between predictors and communication practices, explaining 71.1% of the variance. The coefficients for organizational glue, organizational leadership, management of employee and dominant characteristics are significant enough to impact the communication practices at the ATI, dominant characteristics and organizational glue are the two highly communication practices determining factors.

5.3 Recommendations

Based on the findings of this study, several recommendations can be made. The researcher believes that Information flow across departments in ATI should substantially optimized by

effective, efficient, and direct communication which significantly improves the flow of information across departments. This is because if ATI strategically optimizes its communication it genuinely creates uninterrupted workflows. So; Base on the major findings of the study the researcher recommends the following set of points.

- ✓ **Team alignment:** helps ATI coherence that develops across teams of employees when they are fully aware of the aims, procedures, targets, and activities being carried out in different sections/departments
- ✓ **Improved work climate:** Invest in tools that promote improved inter-team integration and, as a result, spread the ATI identity throughout the organization. This is because enhancing communication is a crucial instrument for fostering settings that prioritize trust, teamwork, and achieving objectives, rather than just helping with message transfer.
- ✓ **Recognize employees:** workers, who are informed that they are valued, appreciated, and part of a positive work environment are more likely reluctant to quit.
- ✓ **Create spaces of trust and respect:** The comfort of everybody is greatly enhanced by establishing environments of respect and trust where ideas are freely exchanged and workers feel comfortable sharing their difficulties. Furthermore, it enhances team collaboration and pleasure.
- ✓ **Sharing of information:** Employees are likely to be informed that others are not, and executives may possess insights rarely available to the general public. As a result, it's critical to encourage the sharing of such knowledge. Employees likely know information that others do not.
- ✓ **Enhancing face-to-face meetings with front liners:** in-person encounters are the best way to have conversations. Identifying the experts who collaborate with you and maintaining eye contact with individuals is a crucial procedure for any organization.
- ✓ **Improve vertical communication:** managers can build trust with their staff and gain insight into their business by getting to know them and being available to listen to their ideas, problems, and solutions.
- ✓ **Use feedback** to favour employee's as employees want their bosses/ managers to be honest with them. finally;
- ✓ ATI must develop the culture of continuous, flexible, and unbiased information transfer

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APPENDIX I

ADDISA ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATION,
DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION

Dear respondent,

I am conducting a research on exploring the impact of organizational culture on communication practices within the Ethiopian agricultural transformation institute: a competing values framework theory perspective. The main purpose of this questionnaire is to collect necessary data for the study on the above mentioned title and will be only for academic purpose and your response will be kept confidential. As a result the outcome of this study will depend upon your response. Therefore, I would like to request you to fill the questionnaire as per the instruction.

Notice here that:

Please, honest and strict for your cooperation.

- Do not write your Name.
- You are kindly request to offer the real and accurate information.
- You can also add, Amharic Language.
- Please, Use thick mark “√” in the box, or circle the letter and write your comment on the space provided.

Thank you in Advance

Part I: Demographic profile of the respondent

1. Gender : Male Female

2. Age: 18 – 26 26 – 35 36 – 45 46 – 55 56 and above

3. Years of experience in the present organization:

1-3 years

4-6 years

7-10 years

More than 10 years

Part II: The sets of statements aimed at helping you assess organizational culture and communication at your organization . You are requested to rating yourself against each statement to indicate you level of agreement with what the statement is suggesting, where the following ratings are: 1 = Strongly Disagree, 2= Disagree, 3 =Neutral, 4= Agree and 5=strongly agree. Please indicate to what extents do you agree or disagree of the following statements by putting the mark tick ✓

I. **Questions related to dominant characteristics**

No Items 1 2 3 4 5

1 ATI is a very personal place

2 ATI is a very personal place. It is like an extended family.

3 I feel a sense of belonging and friendship with my colleagues

4 ATI is a very dynamic and entrepreneurial place. People are willing to take risks.

5 new ideas and innovations are encouraged and supported

6 ATI is very results-oriented. A major concern is getting the job done

7 achieving targets and completing tasks is a top priority

8 ATI is a very controlled and structured place. Formal procedures generally govern what people do.

9 there clear rules and procedures that everyone follows

II. **Questions related to organizational leadership**

No Items 1 2 3 4 5

- 1 The leadership at our organization exemplifies mentoring, facilitating, or nurturing.
- 2 Leaders are approachable for advice and mentorship
- 3 leaders provide guidance and support to help you grow professionally
- 4 The leadership at ATI exemplifies entrepreneurship, innovation, or risk-taking.
- 5 Leaders are open to trying new methods and taking calculated risks
- 6 The leadership at ATI is very straightforward and assertive, with a strong emphasis on achieving goals and getting results
- 7 leaders prioritize getting results and achieving goals above anything else
- 8 Emphasis is placed on efficiency and productivity by the leadership
- 9 The leadership at ATI is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.
- 10 Leaders are focused on maintaining order and efficiency in operations

III. Questions related to management of employee

No	Items	1	2	3	4	5
1	The management style in ATI is characterized by teamwork, consensus, and participation.					
2	decisions are often made through team discussions and consensus					
3	The management style in ATI is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
4	employees are encouraged to take initiative and bring unique ideas to the table					
5	The management style in ATI is characterized by hard-driving competitiveness, high demands, and achievement.					
6	there is high performance and competitiveness expected from employees					

7 The management style in ATI is characterized by security of employment, conformity, predictability, and stability in relationships

8 I feel a sense of job security and stability my your role

IV. Questions related to organizational glue

No Items 1 2 3 4 5

1 The glue that holds ATI together is loyalty and mutual trust

2 I feel a strong sense of loyalty and trust towards ATI

3 Innovation and continuous improvement are core value at ATI

4 ATI invest in new technologies and methods

5 The glue that holds ATI together is the emphasis on achievement and goal accomplishment

6 achieving goals and meeting targets are a shared focus among employees

7 The glue that holds ATI together is formal rules and policies. Maintaining a smooth-running organization is important.

8 Rules and policies are significant in keeping the organization functioning well

V. Questions related to communication

No Items 1 2 3 4 5

1 The communication at ATI motivates me to meet its goals.

2 communications reinforce my role and contribution to the organization

3 I receive information about my progress in my job

4 Communication between departments at ATI is effective

- 5 The available communication platforms (email, intranet, meetings, etc.) are effective in facilitating smooth organizational communication
- 6 Informal communication channels at ATI are effective in keeping me informed