



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



ADDIS ABABA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES, ARTS AND HUMANITIES
SCHOOL OF MEDIA AND COMMUNICATION
DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION

**An Investigation into Communication Satisfaction:
The case of Ethiopian Ministry of Defense**

By
Mulugeta Kassaw

June, 2025
Addis Ababa, ETHIOPIA

**An Investigation into Communication Satisfaction:
The case of Ethiopian Ministry of Defense**

**A Thesis Submitted to Addis Ababa University College of
Social Sciences, Arts and Humanities School of Media and
Communication in Partial Fulfillment of the Requirements
for the Degree of Masters of Art in Public Relations and
Strategic Communications**

Advisor

Anteneh Tsegaye (Ph.D.)

June, 2025

Addis Ababa, ETHIOPIA

DECLARATION

I, Mulugeta Kassaw Mohammed, declare that this thesis represents my original work and has not been previously submitted, in whole or in part, to any other academic institution for a degree, diploma, or any other qualification. Furthermore, this work has not been published elsewhere prior to this submission. All sources of information, data, and materials used in this thesis have been appropriately cited and acknowledged in accordance with academic standards.

Signature _____

Name _____

Date _____

**ADDIS ABABA UNIVERSITY GRADUATE SCHOOL OF MEDIA AND
COMMUNICATION DEPARTMENT OF PUBLIC RELATION AND
STRATEGIC COMMUNICATION**

This is to certify that the thesis prepared by Mulugeta Kassaw Mohammed, entitled "*An Investigation into Communication Satisfaction: The case of Ethiopian Ministry of Defense*" and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication, complies with the regulations of the university. It complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Examiner: _____ Signature _____ Date _____

Examiner: _____ Signature _____ Date _____

Advisor: Dr. Anteneh Tsegaye _____ Signature _____ Date _____

Chair of Department or Graduate Coordinator

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude to Almighty God, whose guidance and blessings have been my source of strength and perseverance from the inception to the completion of this study.

I am profoundly grateful to my advisor, Dr. Anteneh Tsegaye, for his invaluable intellectual guidance, constructive feedback, and unwavering support throughout the research process. His expertise and encouragement have been instrumental in shaping this work.

I would like to acknowledge my family for their unwavering support and encouragement. My heartfelt thanks go to my father, Mr. Kassaw Mohammed, my mother, Mrs. Guday Biyarge, my brother, Daneal Kassaw, my sister Ehitye Kassaw and Melshiw Setegni whose love and encouragement have been a constant source of motivation throughout this academic journey.

I extend my heartfelt thanks to all those who provided moral, financial, and material support during my time at the university. Their contributions have been vital to the successful completion of this study. My special gratitude goes to Mrs. Weyinshet Yitbarek, Mrs. Ehte Dagne, Sultan Ahmed, Mrs. Elsabet Girma, Mr. Workayehu Yibeltal and Gashi Tesfaye Mesfin for generously dedicating their time and offering their assistance whenever I needed it. Their kindness and support have been deeply appreciated.

Lastly, I am also immensely thankful to Mr. Mebratu Abreha for his genuine cooperation and insightful guidance, which greatly enriched this research.

Abstract

This study aims to investigate communication satisfaction: The case of Ethiopian Ministry of Defense. A Systematic random sampling method was employed to collect communication satisfaction survey questionnaires from the Ministry of Defense military staff. 201 study participants that are from different rank groups, including senior officers, junior officers, and other ranked officers, participated, and for triangulation, in-depth interviews were conducted by using the purposive sampling method. Descriptive statistics, t-test, correlation, ANOVA, post hoc comparisons, Cross-tabulation and regression analyses were employed to analyze and interpret the SPSS data. The mean value of the result communication satisfaction of the study showed that the overall mean score across all dimensions is 5.074, which marginally exceeds the conceptual midpoint and shows a generally moderate level of communication satisfaction among military staff of EMoD. Formal channels of communication are the most effective within the EMoD. Additionally, the SPSS statistics results show that, of the 201 study participants, 60.0% of the military personnel of EMoD are satisfied in their jobs. However, the other 31.3% of military personnel are experiencing dissatisfaction in their jobs. The correlation analysis indicates that there is a significant positive relationship between job satisfaction and communication satisfaction. Although there is a statistically significant positive correlation between communication satisfaction and supervisor, subordinate, formal, and informal communications. The cross-tabulation analysis, ANOVA test, and post hoc comparisons results indicate notable differences in communication satisfaction across military ranks in the EMoD. Senior officers have significantly higher satisfaction levels compared to junior officers and other ranks. The multiple linear regression analysis results indicate that subordinate communication is the strongest determinant (predictor) of communication satisfaction.

Key Words: *Communication Satisfaction, Organizational Communication, Job Satisfaction, Communication Dimensions*

TABLE OF CONTENTS

Abstract.....	i
LIST OF TABLES.....	v
LIST OF FIGURES.....	vi
Acronyms.....	vii
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problems.....	3
1.3. Objective of the Study.....	6
1.3.1. General Objective of the Study.....	6
1.3.2. Specific Objectives of the Study.....	6
1.4. Research Questions.....	7
1.5. Significance of the Study.....	7
1.6. Scope of the Study.....	7
1.7. Limitation of the Study.....	8
1.8. Organization of the Thesis.....	8
CHAPTER TWO.....	9
2. Literature Review.....	9
2.1. Definitions of Organizational Communication.....	9
2.1.1. The Importance of Organizational Communication in Organizations.....	10
2.2. Communication Audit within Organizations.....	10
2.3. Communication on Military Organizations.....	11
2.4. The Military Protocol.....	12
2.4.1. Military Chain of Command.....	13
2.4.2. Military Customs.....	13
2.4.3. Military Ceremonies.....	14
2.4.4. Operational Protocols.....	14
2.4.5. International and Joint Military Operations.....	14
2.5. Communication Satisfaction (CS).....	15
2.5.1. Measuring Communication Satisfaction within Organization.....	15
2.5.2. Communication Dimensions.....	16

2.6. Job Satisfaction.....	17
2.7. The Relationship between Communication Satisfaction and Job Satisfaction	18
2.8. Internal Organizational Communication	19
2.8.1. Informal Communication	19
2.8.2. Formal Communication.....	21
2.8.3. Vertical Communication.....	21
2.8.4. Down ward Communication.....	21
2.8.5. Upward Communication.....	22
2.8.6. Horizontal/ Lateral Communication.....	22
2.9. Communication Climate.....	23
2.10. Barriers of Communication.....	24
2.11. Theoretical Framework	25
CHAPTER THREE	30
3. Research Methodology	30
3.1. Research Design and Approach	30
3.2. Description of the Study Organization (EMoD)	31
3.3. Target Population	32
3.4. Sampling Technique.....	32
3.5. Sampling Size.....	32
3.6. Data Collection.....	34
3.6.1. Questionnaire.....	34
3.6.2. In-depth Interview	35
3.7. Pilot Test.....	36
3.8. Data Processing and Analysis	37
3.9. Ethical Considerations.....	37
3.10. Reliability and Validity	38
CHAPTER FOUR.....	39
4. DATA ANALYSIS AND INTERPRETATION	39
4.1. Demographic Background of study Participants.....	39
4.2. Reliability test for Communication Satisfaction Dimensions	43
4.3. Regression Analysis and Linearity test	44
4.4. Analysis of Dimensions of Communication	46

4.5. Overall Level of Communication Satisfaction Among Military Staff of the EMoD	54
4.6. Job satisfaction among military staff of the EMoD	58
4.6.1. The Relationship between Communication Satisfaction and Job Satisfaction.....	59
4.7. The Relationship between Supervisor/Subordinate Communication Dimensions and Communication Satisfaction	62
4.8. The Relationship between Communication Satisfaction and Military Rank	63
4.9. Analysis of Communication Channels	65
4.9.1. Formal Communication Channel.....	65
4.9.2. Informal Communication Channel	66
4.10. Communication Barriers	68
4.11. Determinant (Predictor) of Communication Satisfaction from Dimension of Communication	70
4.3. Interview Analysis.....	71
CHAPTER FIVE	74
5. CONCLUSION AND RECOMMENDATIONS	74
5.1. Conclusion.....	74
5.2. Recommendations	76
5.3. Directions for Further Research	77
REFERENCES	78
Appendix.....	85
Appendix 1: Communication Satisfaction Questionnaire (CSQ)	85
Appendix 2: Communication Satisfaction Questioner (Amharic)	91
Appendix 3: Communication Satisfaction Interview Questioner	96
Appendix 4: List of Interviewees	98
Appendix 5: Consent Letter from AAU	99
Appendix 6: Consent Letter from Ethiopian Ministry of Defense.....	100
Appendix 7: Ethiopian Ministry of Defense Military Rank Groups.....	101

LIST OF TABLES

TABLE 1: RELIABILITY AND VALIDITY STATISTICS	38
TABLE 2: RELIABILITY TEST FOR COMMUNICATION SATISFACTION DIMENSIONS	43
TABLE 4: DECREPIT STATISTICS OF SUBORDINATE COMMUNICATION DIMENSION	46
TABLE 5: DESCRIPTIVE STATISTICS OF HORIZONTAL COMMUNICATION DIMENSION.....	47
TABLE 6: DESCRIPTIVE STATISTICS OF SUPERVISOR COMMUNICATION DIMENSION	48
TABLE 7: DESCRIPTIVE STATISTICS OF MEDIA QUALITY COMMUNICATION DIMENSION	49
TABLE 8: DESCRIPTIVE STATISTICS OF ORGANIZATIONAL INTEGRATION COMMUNICATION DIMENSION.....	50
TABLE 9: DESCRIPTIVE STATISTICS OF PERSONAL FEEDBACK COMMUNICATION DIMENSION	50
TABLE 10: DESCRIPTIVE STATISTICS OF COMMUNICATION CLIMATE DIMENSION.....	51
TABLE 11: DESCRIPTIVE STATISTICS OF CORPORATE INFORMATION COMMUNICATION DIMENSION.	52
TABLE 12: MEAN RANK ORDER OF COMMUNICATION SATISFACTIONS DIMENSIONS	53
TABLE 13: COMMUNICATION SATISFACTION LEVEL IN THE PAST 6 MONTH AMONG MILITARY STAFF OF THE EMOd	54
TABLE 14: JOB SATISFACTION AMONG MILITARY STAFF OF THE EMOd.....	58
TABLE 15: CORRELATION ANALYSIS BETWEEN JOB SATISFACTION AND DIMENSIONS OF COMMUNICATION SATISFACTION	59
TABLE 16: CROSS-TABULATION ANALYSIS BETWEEN MILITARY RANK AND THE LEVEL OF COMMUNICATION SATISFACTION IN THE PAST SIX MONTHS.....	63
TABLE 17: ANOV TEST BETWEEN MILITARY RANK AND COMMUNICATION SATISFACTION	64
TABLE 18: POST HOC COMPARISONS BETWEEN MILITARY RANK AND COMMUNICATION SATISFACTION	64
TABLE 19: MULTIPLE LINEAR REGRESSION ANALYSIS.....	70
TABLE 20: MILITARY RANK GROUP OF COMMISSIONED AND NON-COMMISSIONED OFFICERS (NCOs) OF EMOd.....	101

LIST OF FIGURES

FIGURE 1: HERZBERG THEORY MOTIVATION HYGIENE FACTORS AND EFFECT OF MOTIVATION FACTOR	26
FIGURE 2: COLONEL JOHN BOYD OODA LOOP MODEL	28
FIGURE 3: SEX DISTRIBUTION OF THE STUDY PARTICIPANTS	39
FIGURE 4: AGE DISTRIBUTION OF THE STUDY PARTICIPANTS.....	40
FIGURE 5: MILITARY RANK GROUPS OF THE STUDY PARTICIPANTS	40
FIGURE 6: WORKED ON THE CURRENT POSITION OF THE STUDY PARTICIPANTS	41
FIGURE 7: WORKED FOR THE ORGANIZATION THE (EMOD).....	42
FIGURE 8: FORMAL EDUCATIONAL BACKGROUND OF THE STUDY PARTICIPANT	42
FIGURE 9: REGRESSION ANALYSIS.....	44
FIGURE 10: NORMALITY TEST	45

Acronyms

CS	Communication Satisfaction
CSQ	Communication Satisfaction Questionnaire
EFDR	Ethiopian Federal Democratic Republic
EMoD	Ethiopian Ministry of Defense
ENDF	Ethiopian National Defense Force
EPRDF	Ethiopian People's Revolutionary Democratic Front
FDRE	Federal Democratic Republic of Ethiopia
HQ	Head Quarter
ICS	Internal Communication Satisfaction
MoD	Ministry of Defense
OODA	Observe, Orient, Decide, and Act Loop Model
PR	Public Relations
SPSS	Statistical Packaging for Social Science

CHAPTER ONE

1. INTRODUCTION

This first chapter, structured into several sections, includes the following subtitles: background of the study, statement of the problem, research questions, general and specific objectives, significance of the study, organization of the thesis, and limitations of the study.

1.1. Background of the Study

Organizational communication is essential for employees' day-to-day tasks and for any organization. Organizational communication describes how information is exchanged within an organization. It includes both formal and informal interactions among teams, management, and staff. This communication is vital for daily operations as well as for guiding strategic planning and forming the organization's identity. It can be understood as a process that supports the growth of organizations by facilitating the creation and influence of events. This process involves several key elements: people, messages, meanings, purposes, and the overall communication flow (Shockley-Zalabak, 2009).

Communication is of fundamental importance in the operation of all organizations, and knowledge of the efficiency of the general communication system is vital to achieve high levels of organizational effectiveness (Greenbaum, Clampitt, & Willihnganz, 1988).

Both in public or private sectors, the ability of an organization to transmit information clearly and effectively among its employees are fundamental to achieving its goals. Nakra (2006) stated that, informed organizations and their communication personnel have realized that effective communication relates directly to the employees' ability, motivation, and commitment on the job. It serves as the backbone for coordination, decision-making, and the overall functioning of any organization.

Many studies have highlighted the importance that communication has for the success of an organization and have shown that quality of communication in organizations is associated with employees' job satisfaction and motivation (Orpen, 1997). Communication is not just about the exchange of information; it is also about increasing relationships, building trust, and creating a

positive organizational culture. Accordingly, how satisfied employees are with the communication channels, processes and outcomes within their organization has emerged as a significant area of study in organizational behavior and management.

According to Rajhans, (2012), states that internal communication delivers essential information to employees regarding their roles, the organization, the external environment, and interpersonal relationships within the workplace. Furthermore, communication is a driving force in fostering motivation, establishing trust, cultivating a collective organizational identity, and enhancing employee involvement. It also serves as a medium for individuals to express emotions, articulate goals, and celebrate achievements.

However, many organizations in our country, especially government organizations, are not focused on measuring communication satisfaction. During my time as a senior communication expert in the Ethiopian Ministry of Defense (EMoD), I observed that communication satisfaction among military personnel has not been widely studied. Additionally, my motivation for this research stems from a deep-seated interest in the role of communication within well-structured organizations, particularly in high-stakes environments such as the military. In this paper the researcher studied the communication satisfaction of military staff at the Ethiopian Ministry of Defense.

The history of the Ethiopian Ministry of Defense dates back to its establishment in 1907, following the Ethiopian-Italian War at Adwa. The ministry was founded by Emperor Menelik II, a prominent ruler who played a key role in modernizing Ethiopia and defending its sovereignty during the late 19th and early 20th centuries. Fitawrari Habte Giyorgis was appointed as the first Minister of Defense (Bahru , 2001).

After the period of Italian occupation (1936–1941) the second Ethiopian-Italian War Emperor Haile Selassie, who had been restored to the throne, re-established the Ministry of War in 1942. Emperor Haile Selassie reinstated the Ministry and appointed Ras Abebe Aregai as its Minister (Perham, 1969).

Following the "February Revolution" of 1974, the Ethiopian Defense Forces underwent significant modernization, marked by substantial qualitative and quantitative enhancements. However, by May 1991, the Revolutionary Army was replaced by a coalition of rebel forces

known as the Ethiopian People's Revolutionary Democratic Front (EPRDF). As the command and control structures of the army disintegrated, the EPRDF demonstrated no interest in preserving it as a national defense force (Tariku, 2022).

According to Tariku (2022), between 1991 and 1995, the EPRDF army served as the de facto defense force of Ethiopia's transitional government. In 1996, through Proclamation No. 27/1996, it was formally established as the Ethiopian National Defense Force (ENDF). This restructuring incorporated personnel from other organizations, along with a limited number of individuals from the former Revolutionary Army, marking a significant institutional transformation in the country's military framework.

The Defense Force of the Federal Democratic Republic of Ethiopia (FDRE) was founded in 1995 following the country's Constitution, specifically Article 87/3 which explicitly states that “The armed forces shall protect the sovereignty of the country and carry out any responsibilities as may be assigned to them under any state of emergency declared in accordance with the Constitution (*FDRE Constitution, 1995 p, 32*).”

The Ethiopian Minister of Defense is headed by a civilian Minister of Defense, currently headed by Aisha Mohammed Mussa (Engineer), who oversees a broad range of departments and organizations. “The Defense Force of the Federal Democratic Republic of Ethiopia shall consist of Ground Force, Air Force, Naval Force and Special Operations Force, and may include, as necessary, Space and Cyber Forces (*Federal Negarit Gazette, 2019*).” On the other hand, the establishment of Defense Force proclamation number 27/1996 article 6 number 2 affirmed “Any membership of the defense force who is in active duty shall be trained to develop his/her skill and knowledge in accordance with the individual competences and organizational interest (*Federal Negarit Gazetta, 1996 p, 146*).”

1.2. Statement of the Problems

Communication satisfaction plays a crucial role in organizational effectiveness. Measuring communication satisfaction provides important understanding of how organizational communication functions and its effectiveness within a company. Internal communication satisfaction significantly impacts both organizational effectiveness and employee job satisfaction. Cabrido and Cuevas-Rañada (2020) emphasize that effective communication is

essential for setting clear expectations, enabling employees to comprehend their job, and fostering strong relationships among members of the organization.

High communication satisfaction is associated with numerous positive outcomes, including increased employee engagement, higher job satisfaction, improved performance, and lower turnover rates. In contrast, communication dissatisfaction can result in misunderstandings, decreased morale, and a decline in organizational efficiency. Furthermore, there is consistent evidence suggesting that low job satisfaction leads to absenteeism, reduced organizational commitment, higher turnover rates, and increased stress (Wińska, 2010).

According to Mengesha and Commons (2006), Ethiopian reform documents would demonstrate that the reform does not actually acknowledge the need for internal communication as a component of any meaningful reform.

This study aims to address a significant gap in the existing literature by exploring the internal communication satisfaction of military personnel at the Ethiopian Ministry of Defense (MoD) HQ. Having served as a senior communication expert within the Ethiopian MoD HQ for the past two years, I have observed a notable lack of attention to the measurement and evaluation of internal communication satisfaction among military staff. Despite various organizational reforms implemented over the past five years, the MoD HQ has not sufficiently prioritized measuring and evaluating the internal communication satisfaction of its military personnel.

Many studies have been conducted on various topics such as employee satisfaction, job satisfaction, organizational communications, and organizational commitment across different sectors, including public service organizations, education, and healthcare, in Ethiopia, Africa, and globally. These studies aim to assess employee satisfaction and the factors that influence employee attitudes and behaviors within these sectors. Researchers have specifically focused on understanding how communication satisfaction impacts job satisfaction and organizational commitment, while others have assessed the level of communication satisfaction in overall employee engagement and performance.

Studies include Yirgalem (2022), which assessed communication satisfaction at the Ethiopian Postal Service Enterprise, and the study focused on evaluating the relationship between job satisfaction and communication satisfaction. Fikru (2014) examined organizational communication satisfaction at the Oromia Regional State Government Communication Affairs Bureau. Buzuayehu (2019) focused on employees' organizational communication satisfaction at the Jimma Zone Government Communication Affairs Office. Most studies in Ethiopia, including this one, have focused on Addis Ababa, with the exception of Buzuayehu (2019), study titled *“Employees’ Organizational Communication Satisfaction: Jimma Zone Government Communication Affairs Office.”*

Amanuel (2013) attempted to develop a hybrid quantitative audit of organizational communication satisfaction for collectivist contexts, using Amos Graphics for structural equation modeling in his doctoral dissertation, *Development and Validation of a Hybrid Measure of Organizational Communication Satisfaction* (University of South Africa). However, his study did not focus on military personnel, and the context of collectivism differs significantly from the military specific focus of this research.

Unlike these studies, which primarily focus on assessments, this study aims to provide a deeper investigation and analysis of communication satisfaction specifically within the context of military personnel at the Ethiopian Ministry of Defense HQ in Addis Ababa. This study, *Investigation into communication satisfaction: the case of the Ethiopian Ministry of Defense*, differs from both local and international studies conducted by other researchers.

Organizationally, this study focuses on military organizations a topic that has not been extensively researched in Ethiopia or across Africa. Methodologically, this study delves into the levels of communication satisfaction exclusively among military personnel, setting it apart from studies that focus on broader public or private sector organizations.

Furthermore, unlike previous studies that may only provide an assessment, this research goes beyond surface-level evaluation. It offers a thorough investigation into the communication satisfaction of military personnel, seeking to uncover a deeper understanding of their experiences, challenges, and the specific factors influencing communication within military structures.

Additionally, this study also emphasizes the unique nature of communication in military organizations, where strict adherence to protocol, procedure, and chain of command is paramount. These rigid structures create a communication environment markedly different from that of civilian or corporate organizational settings. As such, the study offers context-specific insights that contribute to a more practical and nuanced understanding of communication satisfaction in military contexts.

Although, research on organizational communication continues to grow, there remains a significant lack of focus on the specific communication practices and processes that occur within military organizations. Most existing research focuses on civilian or corporate organizations, which usually feature more flexible and informal communication practices. In contrast, military organizations function within rigid, hierarchical frameworks that have received limited academic attention. As a result, there is a shortage of empirical data on how military personnel experience communication satisfaction and the factors influencing communication satisfaction. This study aims to address this gap by conducting a thorough investigation into communication satisfaction within the disciplined and structured environment characteristic of military organization.

1.3. Objective of the Study

1.3.1. General Objective of the Study

The general objective of this study is to investigate the level of communication satisfaction and dimensions of communication that affect internal communication among military staff at the Ethiopian Ministry of Defense.

1.3.2. Specific Objectives of the Study

The specific objectives of this study were:

- ❖ To investigate the overall level of communication satisfaction and job satisfaction among the military staff at the Ethiopian Ministry of Defense.
- ❖ To examine how communication satisfaction varies among different military rank groups within the Ethiopian Ministry of Defense.
- ❖ To identify which communication channels are the most effective within the Ethiopian Ministry of Defense.

- ❖ To identify the barriers that affect effective communication within the Ethiopian Ministry of Defense.

1.4. Research Questions

- ❖ **RQ1:** What is the overall level of communication satisfaction and job satisfaction among the military staff of the Ethiopian Ministry of Defense?
- ❖ **RQ2:** Is there a significant difference between communication satisfaction and military rank at the Ethiopian Ministry of Defense?
- ❖ **RQ3:** Which communication channels are the most effective within the Ethiopian Ministry of Defense?
- ❖ **RQ4:** What are the key barriers that affect effective communication within the Ethiopian Ministry of Defense?

1.5. Significance of the Study

This study, which focuses on the investigation of communication satisfaction: the case of Ethiopian Ministry of Defense, has two main areas of significance.

This study contributes to the Ethiopian Ministry of Defense managers by proving and improving understanding the measuring of internal communication satisfaction and job satisfaction. This will help the ministry address gaps in understanding what contribution communication satisfaction among military staff.

There are limited studies conducted on communication satisfaction within organizations, especially in military organization focused on military staff. Therefore, this study contributes theoretical knowledge and serves as reference material for further researchers in conducting studies in the field of communication satisfaction.

1.6. Scope of the Study

The scope of this study was only to investigate the levels of communication satisfaction among military staff at the Ethiopian Ministry of Defense headquarters in Addis Ababa. Considering the challenges of overseeing a wide range of military divisions, offices, departments, institutions and organizations under the Federal Democratic Republic of Ethiopia's Ministry of Defense (EMoD),

as well as the diversity of military personal and civil employees, directorate generals, directorates and supervisors, this study is limited to investigate the communication satisfaction among military personnel at the Ethiopian Ministry of Defense headquarters in Addis Ababa. Regarding the time scope of the study was limited to the year 2017 E.C. (2024/25 G.C.) to ensure easy of management.

1.7. Limitation of the Study

Time and budget constraints were the first limitations in conducting this research. The second challenge was the difficulty in collecting data from respondents, as military organizations operate within a strict hierarchical structure. Consequently, gathering data from various ranks of military personnel proved to be a complex task. To resolve this challenge, the researcher took many stages to raise awareness by obtaining consent from the EMoD through the AAU consent letter, which facilitated communication with high-ranking military officials, as well as lower-ranking staff, according to their respective positions.

Another limitation encountered was the lack of available resources on communication satisfaction within military organizations. However, the researcher made efforts to overcome this limitation by consulting a range of up-to-date resources, including books, journals, interviews, videos, and articles related to military studies and organizational communication in military settings.

1.8. Organization of the Thesis

This study contains five chapters, as per the thesis format established by Addis Ababa University. The first chapter is introductory, which includes the following sections: background of the study, statement of the problems, general and specific objectives, research questions, significance of the study, organization of the study, limitation of the study, and definition of terms. The second chapter discusses the review of related literature and theoretical framework. The third chapter presents the research methodology. The fourth chapter presents the analysis, presentation, and interpretation of the data. The last chapter presents the conclusions, summary, and recommendations.

CHAPTER TWO

2. Literature Review

This chapter presents a review of relevant literature that provides the necessary context for conducting the present study. It includes definitions and discussions of key concepts such as organizational communication, communication satisfaction, military communication, communication dimensions, internal organizational communication, communication barriers, and other related topics. Finally, this chapter also addresses the theoretical framework guiding the study.

2.1. Definitions of Organizational Communication

Organizational communication as a field saw significant growth in the latter half of the 20th century, with its modern study emerging during this period. The formal study of organizational communication as a discipline generally started in the late 1930s and early 1940s. Various aspects of organizational communication, such as communication networks, superior subordinate interaction, group communication within organizations, feedback, and task performance, have been explored (Tompkins & Wanca-Thibault, 2001).

According to Myers and Myers (1982), organizational communication describes it as “the fundamental connecting element that enables coordination among individuals, thereby facilitating organized actions.” This definition underscores communication as the essential force that holds an organization together, enabling individuals and groups to collaborate harmoniously toward shared objectives. It facilitates the coordination of tasks and responsibilities by providing avenues for information exchange, effort alignment, and conflict resolution.

Similarly, Keyton (2005) defines organizational communication as a complex, continuous process in which members of an organization actively influence, maintain and reshape the organization. Wrench et al., (2015) define organizational communication as the intentional action by one or more members of an organization to convey verbal, nonverbal, or mediated messages aimed at promoting understanding among other organizational members.

According to Van Riel (2007), organizational communication refers to the degree to which individuals within an organization feel content and fulfilled with the communication processes

and practices in place. It encompasses various aspects, including the clarity, frequency, openness, and effectiveness of communication within the organization.

2.1.1. The Importance of Organizational Communication in Organizations

Organizational communication plays a vital role in the functioning and success of any public or private organizations. Goldhaber, Gerald M. (1990) describes organizational communication as “a fundamental element that sustains an organization’s existence and functionality. It has been likened to vital components such as lifeblood, glue, and oil, highlighting its role in connecting and facilitating smooth operations within the organization.” Additionally, it is viewed as the thread or force that integrates various parts of the system, permeating the entire organization and strengthening the relationships among its members. It facilitates the exchange of information, ideas, and feedback, enabling collaboration and alignment among team members, departments, and stakeholders. In general effective organizational communications is absolutely effective for all over organizations functions.

High levels of organizational communication satisfaction are closely linked to enhanced employee morale, increased productivity, strengthened teamwork, and improved overall organizational effectiveness.

According to Baker (2003), organizational communications have the following importance. The increasing complexity of work necessitates improved and interaction among employee. Additionally, the pace of task completion has notably quicker. Organizations has contend with a work force that is more geographical dispersed than in the past. More over similarly and distributed work process have become increasingly common and finally communication technology become integral elements for organization (Baker, 2003).

2.2. Communication Audit within Organizations

Numerous studies on communication audits emphasize on communication satisfaction, identifying it as a critical measure of an organizations overall well-being and functional efficiency (Downs & Adrian, 2004; Downs & Hazen, 1977).

According to Zwijze-Koning, K., and de Jong, M. (2007), cites Goldhaber (1993), Goldhaber& Rogers (1979), and Hargie & Tourish, (2000), explain that communication audits serves to

examine an organization's communication system and offering critical insights in to its strengths and weaknesses. These audits aims to evaluate communication functions comprnsivlly, identifying both effective elements and aspects need enhancement, which leads to actionable that help leadership improve communication performance.

In similar, Tkalac Verčič et al. (2021), drawing the work of Goldhaber (1993) and Hargie and Tourish (2000), emphasize that the primary purpose of a communication audit is to comprehensively evaluate the organization system in order to identify its strengths and areas for potential enhancement. Furthermore, communication audits encourage reflective learning within the organizations by enabling members to identify and capitalize on existing strength to facilitate continuous improvement (Jones, 2002).

A communication audit, the evaluation of internal communication satisfaction (ICS) constitutes a vital element in determining the overall effectiveness of communication processes in organizations. Gray and Laidlaw (2004) highlight that assessing internal communication satisfaction (ICS) is a central component in communication audits aimed at evaluating communication effectiveness.

Additionally, Studies has demonstrated a link between conducting communication audita and the level of communication satisfaction within organizations. According to, Hargie et al. (2002), communication audits indicates that increase communication efforts generally lead to elevated communication satisfaction. This relationship emphasizes the vital importance of continuous assessment and enhancement of communication processes to strengthen organizational effectiveness and drive sustained success. In general by evaluating various dimensions of communication, communication audits provide organizations with essential information to enhance internal communications and create a healthy working environment.

2.3. Communication on Military Organizations

Military communication is fundamental to the effective operation of defense organizations, enabling task coordination, command efficiency, and operational performance (Clark, 1975). Over recent decades, researchers have examined various facets of military communication, including command structures, interpersonal dynamics, information dissemination, and the integration of digital technologies.

Traditionally, military communication has been defined as the exchange of information among command structures, units, and personnel to ensure effective coordination during both peacetime and combat operations (Dandeker, 2003). This includes formal methods such as orders, reports, and briefings as well as informal interactions among peers and across ranks. The military's hierarchical structure heavily influences communication patterns, emphasizing chain-of-command protocols and disciplined message distribution (Soeters et al., 2006).

Hierarchy directly shapes communication flow within military organizations. Research indicates that vertical communication (between superiors and subordinates) often dominates, sometimes limiting lateral or horizontal exchanges (Cornish, 2004). However, effective leadership communication fostering open dialogue and feedback is increasingly recognized as vital for morale, unit cohesion, and mission success (Rainey, 2009). Respect for military protocols includes following formal reporting lines, using prescribed terminology, and observing ceremonial customs, all of which reinforce organizational cohesion and mission readiness (Dandeker, 2003). Violations of these protocols can disrupt operational effectiveness and undermine authority, highlighting the importance of strict compliance in both peacetime and combat scenarios (Cornish, 2004).

2.4. The Military Protocol

Military protocol encompasses a structured set of formal rules, procedures, and traditions that regulate conduct, etiquette, and interactions within the armed forces. These protocols are designed to uphold discipline, reinforce the hierarchical command structure, and ensure mutual respect among service members. By providing a standardized framework for behavior, military protocol helps to prevent confusion, reduce interpersonal conflicts, and support the smooth functioning of military units. According to Harris (2010), strict adherence to these protocols is essential in maintaining professionalism and operational order, especially in high-pressure or combat environments.

Moreover, military protocols such as rendering salutes, properly addressing superiors, wearing uniforms correctly, and respecting the chain of command are not merely symbolic gestures but serve as practical tools for reinforcing authority and cohesion. These practices instill discipline and clarity in command relationships, enabling swift and coordinated responses during critical

missions. Dupuy (1987) notes that deviation from established protocols can undermine unit morale, disrupt command effectiveness, and lead to disciplinary consequences that compromise operational readiness. Therefore, maintaining rigorous observance of military protocol is fundamental not only to preserving tradition but also to ensuring mission success and organizational stability within the armed forces.

2.4.1. Military Chain of Command

The military chain of command is a formal hierarchy that delineates the authority, responsibility, and flow of orders within an armed forces organization. This structured system ensures clear lines of communication and accountability, allowing commands to be efficiently transmitted from senior leadership down through successive levels of command to operational units. According to Huntington (1981), a well-defined chain of command is fundamental to maintaining discipline, order, and unity of effort within military organizations, as it prevents confusion and overlapping authority during both routine activities and combat operations.

In practice, the chain of command establishes a framework where every member of the military understands their role, to whom they report, and whom they supervise, thereby facilitating effective leadership and decision-making. Failure to respect this hierarchy can result in breakdowns in communication, reduced operational efficiency, and diminished unit cohesion (Janowitz, 2017). Thus, the chain of command is indispensable for preserving organizational integrity and ensuring mission success.

2.4.2. Military Customs

Military customs represent enduring traditions and established norms that play a vital role in fostering camaraderie, mutual respect, and esprit de corps among armed forces personnel. These customs include ceremonial practices, specific dress codes, and symbolic gestures such as saluting and the observance of military anniversaries, all of which reinforce the collective identity and discipline of military units (Keegan, 2011). By embodying shared values and historical continuity, these customs help to cultivate a strong sense of belonging and loyalty that is essential for maintaining morale and cohesion within the armed forces.

According to Huntington (1981) argues, these practices contribute to the preservation of organizational ethos, linking generations of soldiers through a common heritage and reinforcing

the legitimacy of military authority. The continuation and respect of such customs not only strengthen internal cohesion but also enhance the military's role as a respected institution within society.

2.4.3. Military Ceremonies

Military ceremonies are formal, symbolic events such as parades, award presentations, and funerals that honor the service, sacrifice, and traditions of armed forces personnel. These ceremonies play a critical role in reinforcing discipline, patriotism, and the core values of military institutions. Moskos (1976) highlights such rituals serve to strengthen the collective identity of military organizations by commemorating achievements and sacrifices, thereby fostering a sense of belonging and commitment among service members.

Similarly, Janowitz (2017) emphasizes that these observances not only celebrate military heritage but also communicate the armed forces' societal role, helping to build public trust and boost morale among personnel. Through these rituals, the military reinforces its legitimacy and sustains the motivation and dedication necessary for operational effectiveness.

2.4.4. Operational Protocols

Operational protocols consist of standardized procedures that govern the planning and execution of military missions to ensure efficiency, safety, and seamless coordination among forces. According to Smith (2012), well-defined protocols including rules of engagement, battle drills, and logistics coordination are essential to minimizing operational errors and enhancing decision-making under the stresses of combat or peacekeeping environments. Strict adherence to these protocols during peacekeeping and counterinsurgency operations has proven vital in increasing mission effectiveness while simultaneously reducing instances of fratricide and mission failure (Alberts & Hayes, 2003). Moreover, the establishment of such standardized procedures plays a crucial role in facilitating interoperability and cooperation among joint and multinational forces, enabling cohesive action in complex operational theaters.

2.4.5. International and Joint Military Operations

International and joint military operations demand seamless coordination and cooperation among diverse armed forces, which necessitates the adoption of standardized communication protocols, unified command structures, and integrated tactical procedures. NATO doctrine (2017) emphasizes that interoperability achieved through shared training, compatible technology, and

common operational standards is vital for the success of coalition warfare. The Ethiopian Ministry of Defense, active participation in African Union (AU) and United Nations (UN) peacekeeping missions requires adaptability to these multinational frameworks, ensuring effective collaboration and mission accomplishment within complex international environments (Weitz, 2009).

2.5. Communication Satisfaction (CS)

Communication satisfaction (CS) is defined across various dimensions, including individual, group, and organizational contexts. According to Downs & Hazen (1977), communication satisfaction is defined as “the overall measure of an individual's contentment with both the flow of information and the quality of relational factors.” Their definition highlights the dual aspect of communication, where the effective exchange of information alongside the strengths of interpersonal relationship as fundamental elements influencing an individual's satisfaction.

On the other hand, in organizational context communication satisfaction is defined as “an individual's satisfaction with various aspects of the communication occurring in his organization” (Crino & White, 1981, p. 832). Similarly, Hecht (1978) defined communication satisfaction as a socio-emotional outcome resulting from communication interactions.

According to Cabrido and Cuevas-Rañada (2020), cited Richards and Seidel (n.d.), highlight that effective communication is essential for setting clear expectations for employees and nurturing robust interpersonal relationships within the organization. They contend that clear and consistent communication helps employees grasp their roles and responsibilities, thereby providing well-defined expectations. Additionally, effective communication fosters the development of strong interpersonal connections among members of the organization, which in turn promotes trust, collaboration, and mutual respect.

2.5.1. Measuring Communication Satisfaction within Organization

Measurement of communication satisfaction offers valuable insights into organizational communication processes. Understanding communication satisfaction is essential for explaining communication behaviors within an organization. Hecht (1978) emphasized communication satisfaction serves as a critical indicator of how employees perceive and engage with

communication practices. By assessing satisfaction levels, organizations can identify barriers to effective information flow and pinpoint areas requiring improvement.

Moreover, measuring communication satisfaction plays a vital role in aligning organizational goals with employee needs. By understanding how satisfied employees are with their communication experiences, organizations can make informed adjustments to policies, structures, and practices. This arrangement not only addresses specific communication challenges but also fosters a more cohesive and supportive work environment. Effective communication practices, grounded in satisfaction assessments, contribute to a culture of transparency and mutual understanding.

Hecht (1978) further stated the psychological significance of communication satisfaction. Satisfying communication is a key determinant of psychological adjustment for employees, whereas dissatisfaction in communication is often associated with negative psychological states or symptoms of organizational dysfunction. Overall, measuring communication satisfaction is both a strategic and psychological imperative for organizational success.

2.5.2. Communication Dimensions

Downs and Hazen (1977) developed the Communication Satisfaction Questionnaire (CSQ) as a foundational instrument to measure communication satisfaction in organizations, identifying eight key dimensions that capture various aspects of communication within these contexts. The analysis identified eight distinct factors, which were later described by Downs and Hazen (1977) and Downs (1988), as follows:

1. **Communication Climate:** reflects communication at both the organizational and personal level. On the one hand, it covers things like how much communication in the workplace encourages and excites employees to achieve organizational goals and how much it helps them identify with the company. On the other hand, it provides estimates of whether or not the organization's communication attitudes are healthy.
2. **Supervisory Communication:** Communication with superiors includes both upward and downward components. The level to which a superior is open to suggestions, the extent to

which the supervisor listens and pays attention, and the extent to which guidance is supplied in overcoming job-related challenges are three of the most important factors.

3. **Organizational Integration:** The degree to which individuals obtain information about their immediate work environment is referred to as organizational integration. The degree of satisfaction with information about departmental plans, job requirements, and certain personnel news is among the items.
4. **Media Quality:** The degree to which meetings are well planned, written directives are short and clear, and the amount of communication is about right is referred to as media quality.
5. **Co-worker Communication:** refers to how accurate and free-flowing horizontal and informal communication is. Satisfaction with the grapevine's activity is another element to consider.
6. **Corporate/ Organizational Information:** The widest type of information regarding the organization as a whole is dealt with by corporate information. It includes elements related to announcements of changes, details regarding the organization's financial condition, and information concerning the organization's overarching policies and objectives
7. **Personal Feedback:** The requirement for workers to know how they are being judged and how their performance is being evaluated is addressed via personal feedback.
8. **Subordinate Communication:** Upward and downward communication with subordinates is the topic of subordinate communication. These items, which involve subordinate responsiveness to downward communication and the amount to which subordinates initiate upward communication, are only answered by supervisory personnel.

2.6. Job Satisfaction

Job satisfaction refers to the level of fulfillment or contentment that an individual experiences in relation to their job. According to Desa et al. (2014), it can be conceptualized as an emotional response influenced by the individual's evaluation of their work performance. This evaluation may lead to feelings of either satisfaction or dissatisfaction, profoundly impacting an employee's

attitude and responses within the workplace. These attitudes extend beyond mere feelings about the job, incorporating cognitive judgments that include emotions, beliefs, and actions.

Job satisfaction is also associated with enhanced employee productivity and plays a significant role in supporting the achievement of organizational goals. According to Desa et al. (2014), satisfied employees are more inclined to exert effort and demonstrate commitment to their tasks, thus driving performance outcomes that align with organizational goals. The relation between employee job satisfaction and productivity underscores the necessity for organizations to foster a positive work environment.

The significance of job satisfaction extends beyond individual well-being; it plays a critical role in organizational development. Research indicates a strong correlation between job satisfaction and organizational effectiveness, where it serves as a barometer for measuring employee sentiment towards their work (Judge et al., 2001; Ostroff, 1992). When employees feel satisfied with their roles, their overall engagement and commitment to the organization increase, leading to greater cohesion and morale among the workforce. Furthermore, organizations that prioritize job satisfaction often benefit from enhanced employee retention rates, as satisfied employees are less likely to seek employment elsewhere.

2.7. The Relationship between Communication Satisfaction and Job Satisfaction

There is significant relationship between Communication satisfaction and job satisfaction, with effective communication plays a crucial role in enhancing job satisfaction and promoting work motivation. According to Mladenović, M. & Krstić, B. (2021), effective communication within an organization directly increases job satisfaction, which subsequently promotes greater motivation among employees. This relationship underscores the importance of communication as a foundational element in creating a productive and engaged workforce.

Furthermore, there is a clear correlation between communication satisfaction and job satisfaction, as well as overall work performance. Pincus (1986) noted that satisfaction with organizational communication significantly contributes to employees' job satisfaction, which in turn influences their performance levels. This interconnectedness suggests that improving communication practices can have a profound impact on both individual and organizational outcomes.

Internal communication also has far-reaching implications beyond individual job satisfaction. Jacobs, Yu, and Chavez (2016) found that effective internal communication enhances employee satisfaction, which supports internal organizational integration. This internal harmony then positively affects external integration with business partners, demonstrating how communication satisfaction serves as a cornerstone for both internal and external organizational success. Collectively, these findings reinforce the strategic importance of fostering communication satisfaction to enhance job satisfaction and drive organizational performance.

2.8. Internal Organizational Communication

Man, L. R. (2021) states that internal communication also known as employee communication, internal relations, or an internal public relations has experienced substantial development both as a field of study and a professional practice in recent decades. As an organizational function, internal communication is defined as “all formal and informal communication taking place internally at all levels of an organization” (Kalla, 2005).

Internal communication includes both formal and informal communication that occurs within an organization and Also, It includes both the dissemination of information from management to employees (top-down), feedback from employees to management (bottom-up), and horizontal/lateral.

2.8.1. Informal Communication

Informal communication within an organization refers to the exchange of information through unofficial and casual channels, operating outside the formal communication structure. Informal communication environments are less structured systems as compared to the formal communication (Choi, W., & Jacobs, R. L., 2011). Informal communication environments lack rigid protocols and predefined channels, allowing for a more spontaneous and flexible exchange of information. Similarly, Leslie, B., Aring, M. K., and Brand, B. (1998) describe informal communication as unstructured and based on personal experience, occurring outside of formal organizational channels.

Employees within an organization have the freedom to exchange information informally with anyone across the organizational structure. This informal communication allows employees to

share a wide range of information, whether work-related or personal, without adhering to formal channels or protocols. Such exchanges often occur naturally in various settings where employees interact, such as in offices, break rooms, or other communal areas. These informal interactions play a significant role in fostering relationships, enhancing collaboration, and sometimes even addressing issues that may not surface in formal communication settings.

In an organization, informal information is often disseminated through the "grapevine" model Stevanović M. and Gmitrovic A. (2016). The grapevine operates through personal networks, where information is passed from one individual to another, typically in a casual and informal manner. This communication may spread rapidly and sometimes inaccurately, as it relies on word-of-mouth rather than formal channels. While the grapevine can help employees stay connected and share relevant information quickly, it may also lead to rumors, misinterpretations, or the distortion of facts.

According to Stevanović M. and Gmitrovic A., (2016) characteristics of informal communications are:

- ❖ Connect individuals who are at different levels in the organization: ignore rank and authority and connect employees in all possible directions - horizontally, vertically and diagonally;
- ❖ They are difficult to control: People can transmit information of their choice and to whom they want; informal information is difficult to be verified if they are not based on facts;
- ❖ Informal communications transmit informal information: information that, as a rule, are not related to the business of the individual;
- ❖ They are faster than the formal communications: do not respect organizational boundaries, information is transmitted orally by the principle, "she said – she told," "from mouth to mouth" or "by bush telegraph";
- ❖ Techniques that are used are created by the users themselves; employees informally communicate in different ways according to the type of information and the aim sought to be achieved.

2.8.2. Formal Communication

Formal communication refers to the structured and official exchange of information within an organization, following established protocols, hierarchy, and channels. It typically occurs in a more systematic and organized manner, often dictated by the organization's policies, procedures, or norms.

Formal communication can take various forms, including written documents (letters, emails, reports, and memos), official meetings, presentations, and other standardized methods of interaction. This type of communication ensures that information is conveyed accurately, consistently, and in alignment with organizational goals and objectives, often between supervisors, managers, and employees at different levels of the hierarchy.

According to Judhajt (2024), formal communication offers several advantages, such as improving efficiency, maintaining discipline, and fostering teamwork, while providing a manageable system and a permanent record for reference. However, it also has limitations, including delays in decision-making, inflexibility, and an authoritarian tone that can hinder motivation and create misunderstandings.

2.8.3. Vertical Communication

Vertical communication in an organization occurs between individuals who hold unequal positions, ranks, or levels of authority within the organizational hierarchy. This type of communication facilitates the exchange of information, directives, and feedback between superiors and subordinates, ensuring alignment and coordination across different hierarchical levels. The primary function of this form of communication is to collect information for decisions-making, and it is performed in two directions (Stevanović M. and Gmitrovic A., 2016).

Vertical communication occurs in two distinct directions; downward communication and upward communication.

2.8.4. Down ward Communication

Downward communication refers to the flow of information from higher levels of an organizational hierarchy to lower levels, specifically from superiors to subordinates. This includes managers conveying instructions, policies, or feedback to their employees. Essentially,

downward communication occurs when individuals at higher levels of an organization communicate with those at lower levels (Roy, G. 2021).

For downward communication to be most effective, top managers should communicate directly with immediate supervisors, who in turn should relay that information to their staff. However, Roy, G. (2021) stated that downward communication will become increasingly difficult for top leaders to interact with the entire organization in a timely, effective, and regular manner.

2.8.5. Upward Communication

Upward communication refers to the flow of information from lower levels of an organization to higher levels, specifically from subordinates to superiors. This includes employees sharing progress reports, feedback, or concerns with their supervisors or managers. Upward communication serves as a valuable channel for understanding how work is progressing, identifying problems and opportunities from the perspective of subordinates, gathering ideas for performance improvement, and obtaining insights about clients and other organizations. It also provides management with insight into how subordinates feel about the organization, their superiors, and their jobs (Garnett, J. L.1992).

One primary advantage of upward communication is that it enables organizations to make informed decisions that benefit their employees. This is because management gains a better understanding of employees' feelings regarding their roles, rules, and procedures (Kiflemariam, et al., 2019).

According to Tiwari (2022), upward communication allows employees to express their opinions, concerns, ideas, suggestions, complaints, and other comments about the organization to management. However Mazzei (2010), argued that upward communication may be ineffective in environments where higher-level managers are unwilling to accept negative feedback. In such cases, subordinates may lack trust in their superiors, fearing criticism or retaliation.

2.8.6. Horizontal/ Lateral Communication

Horizontal communication takes place between two or more people who are working at the same level. This level of communication is also known as parallel or lateral, which is communication with individuals of the same position, rank, or status in the organization. Horizontal

communication occurs among individuals who occupy the same level within an organizational hierarchy. In the horizontal communication, people are on the same organizational level and start from the same position and have equal influence on decision making (Stevanović M. and Gmitrovic A., 2016).

According to Kiflemariam, et al. (2019), who cited Grimsley (2021), horizontal communication contributes to increased job satisfaction and motivation by empowering employees. One of the key advantages of horizontal communication is its ability to reduce misunderstandings among departments working collaboratively on projects, which ultimately enhances efficiency and productivity. It also facilitates the effective implementation of top-level decisions and promotes teamwork. Additionally, because this type of communication occurs at the same level, it tends to be faster and minimizes the risk of information distortion.

2.9. Communication Climate

Communication climate is one of the most complex and multifaceted variables within organizational dynamics, playing a critical role in facilitating and supporting all organizational functions. Communication climate is defined as employees' perceptions concerning the quality of interpersonal relationships and communication within an organization (Goldhaber, 1993).

According to Kamasak and Bulutlar (2008), a positive communication climate plays important roles in organizational effectiveness. Communication climate focuses on the quality of communication processes and relationships, emphasizing elements such as employees' judgments about how open and receptive management is to their input and feedback. Jones and James (1979) state that communication climate is a facet of the broader construct of psychological climate and “includes communicative elements such as judgments on the receptivity of management to employee communication or the trustworthiness of information being disseminated in the organization”. It also includes the perceived reliability, accuracy, and trustworthiness of the information shared within the organization, which are critical factors influencing organizational trust and effectiveness. Both defines communication climate is key communicative elements, such as employees' perceptions of management's openness to their input and the trustworthiness of the information disseminated throughout the organization.

Many studies have described the connections between communication climate and critical organizational outcomes, such as organizational identification, organizational commitment, and job satisfaction. Study by Scott et al. (1999), demonstrate that the quality of communication within an organization significantly influences how employees perceive their alignment with organizational values and goals (organizational identification). Moreover, a positive communication climate fosters stronger emotional and psychological bonds between employees and their organization, reflected in heightened organizational commitment. Similarly, the extent to which employees feel satisfied with their jobs is closely tied to the effectiveness and quality of communication, as it shapes their perceptions of support, trust, and engagement within the workplace. These studies collectively underscore the pivotal role of communication climate in shaping the overall employee experience and driving organizational success.

2.10.Barriers of Communication

Organizational communication barriers are obstacles that hinder the effective flow of information within an organization, potentially impairing its overall performance. Addressing these barriers is crucial to minimizing misunderstandings and misinterpretations in the workplace, thereby fostering a more productive and harmonious organizational environment.

In organizations, the most common barriers to communication often arise from structural, cultural, and interpersonal dynamics. Smith (2018) and Jones et al. (2020) identify several common factors that hinder effective communication in organizations, including conflicting objectives, differences in language, rigid hierarchical systems, cultural variations, and technological constraints.

Language Barrier: Linguistic challenges represent a significant obstacle to effective workplace communication. Employees often possess differing levels of language proficiency, which can influence organizational operations. Consequently, language barriers can negatively impact work performance, as messages are disposed to misinterpretation (Ramlan et al., 2018).

Hierarchical Barriers: Strict organizational hierarchies often hinder transparency and limit the exchange of information between administrative levels and employees. Such hierarchies frequently result in communication blockages, obstructing the efficient transfer of information

across different layers of the organization (Johnson, 2019). As a consequence, employees may feel marginalized, and essential feedback may fail to reach decision-makers.

Cultural Barriers: Organizations with diverse workforces often encounter challenges stemming from cultural differences in communication styles, values, and expectations. Employees from varied cultural backgrounds may exhibit distinct communication preferences, beliefs, and anticipations, which can hinder mutual understanding (Mahmud, N., Zulfikri, N. K. M., Ismail, I., & Miskam, Z., 2020). Research by Ramlan et al. (2018) highlighted that miscommunication a key barrier to effective communication is frequently caused by cultural disparities, such as differences in body language and behavioral interpretations, as each culture possesses unique perceptions of particular actions.

Technological Barriers: Limited access to communication technologies or insufficient training in their use can obstruct effective communication. While Davenport & Harris (2018) noted that technology enhances communication, it may also present obstacles when employees face challenges with unfamiliar tools or platforms. Such technological barriers can lead to delays and inefficiencies in organizational communication processes.

Communication Weaknesses: Including inadequate feedback mechanisms, lack of clarity, and information overload (Roberts, 2019; Adams, 2020). In organizations, the absence of feedback whether in providing or seeking it can result in unresolved issues and misunderstandings. Moreover, insufficient feedback mechanisms often create a one-way communication flow, delaying collaborative engagement (Katz & Koenig, 2016). Similarly, unclear or ambiguous communication can lead to confusion and misinformation; further exacerbating communication challenges (Miller & Wilkinson, 2018). These weaknesses can leave employees feeling disconnected and undervalued, impacting overall organizational effectiveness.

2.11. Theoretical Framework

This study, Investigation into communication satisfaction: the case of the Ethiopian Ministry of Defense (EMoD), the researchers aim to investigate the effectiveness of internal EMoD organizational communication and its relationship with communication satisfaction and job satisfaction. Accordingly, the researcher selected Herzberg's Two-Factor Theory (also known as

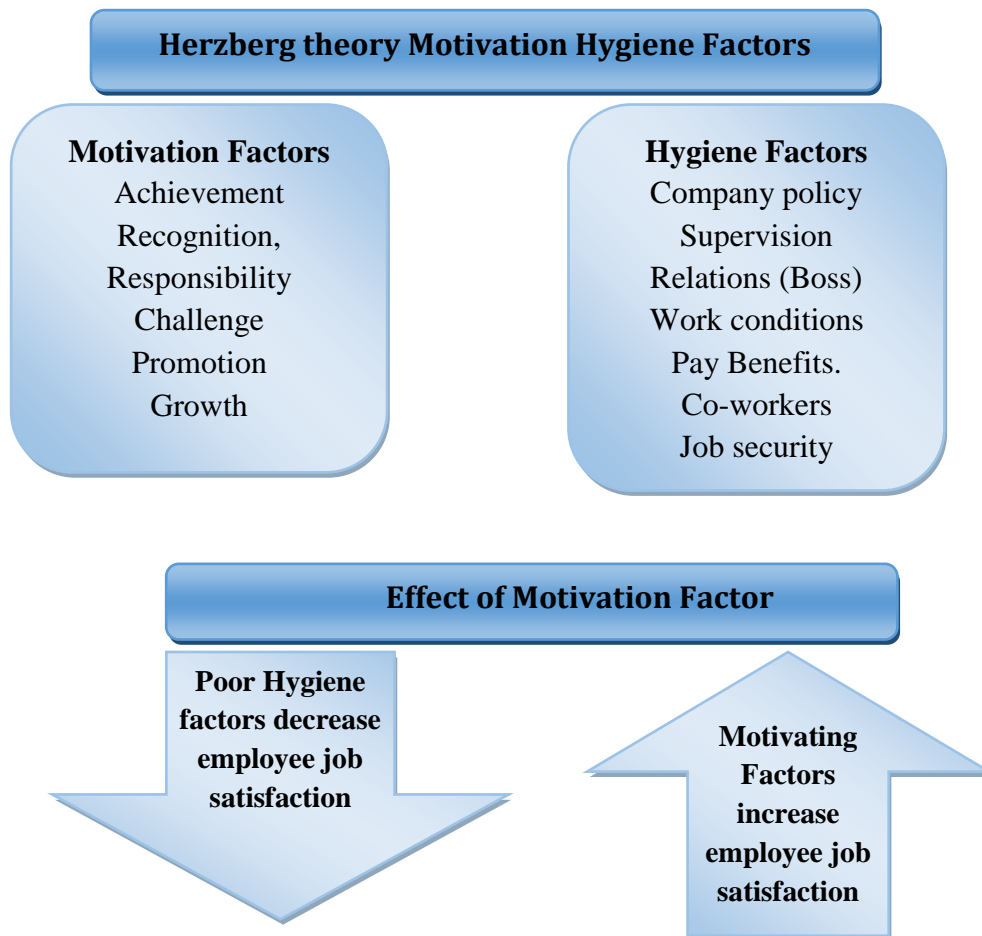
the Motivation-Hygiene Theory; Herzberg, 1959) and Boyd's (1976) OODA Loop model (Observe, Orient, Decide, and Act) as the theoretical framework for this study.

Herzberg's Two-Factor Theory (Motivation-Hygiene Theory)

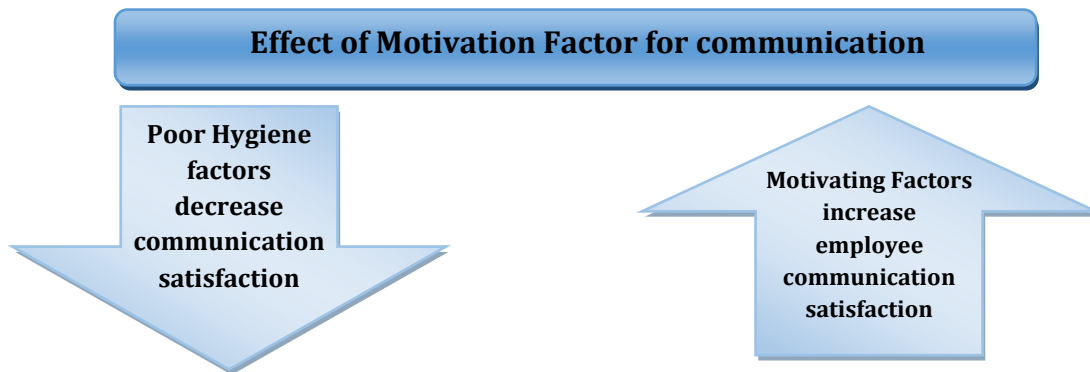
Herzberg's Two-Factor Theory (also known as the Motivation-Hygiene Theory) was developed by American psychologist Frederick Herzberg in 1959 (Abdulkhamidova, 2021).

Herzberg's Two-Factor Theory suggests that job satisfaction and dissatisfaction are influenced by two distinct factors: motivation and hygiene. Hygiene factors prevent dissatisfaction, while motivation factors enhance job satisfaction. Thus, motivation factors solely function to elevate and improve job satisfaction, whereas hygiene factors mitigate job dissatisfaction (Peramatzis & Galanakis, 2022).

Figure 1: Herzberg theory motivation hygiene factors and effect of motivation factor



Source: Ansari S., (2019, p. 8).



Source: Adapted by researcher from Ansari S., (2019).

According to Pardee (1990), cited Caston and Braoto (1985, p. 270), essential motivational factors include the work itself, achievement, advancement, recognition, and responsibility. Conversely, nonessential hygiene factors comprise supervision, interpersonal relations, working conditions, salary, company policies, and administration (Caston & Braoto, 1985, p. 270).

Similarly, Ansari (2019, p. 7) identifies five key hygiene factors associated to job dissatisfaction: company policies and administration, supervision, interpersonal relations with supervisors, interpersonal relations with peers, and working conditions (Ansari S., 2019, p. 7).

Motivational factors contribute to increased employee job satisfaction, while Poor Hygiene factors decrease employee job dissatisfaction. Similarly, motivational factors enhance employee communication satisfaction, while poor hygiene factors mitigate communication dissatisfaction. Although, job satisfaction is closely related to communication satisfaction within the organization. Given these interrelationships, Herzberg's Two-Factor Theory (Herzberg, 1959) provides an appropriate and robust theoretical framework for this study.

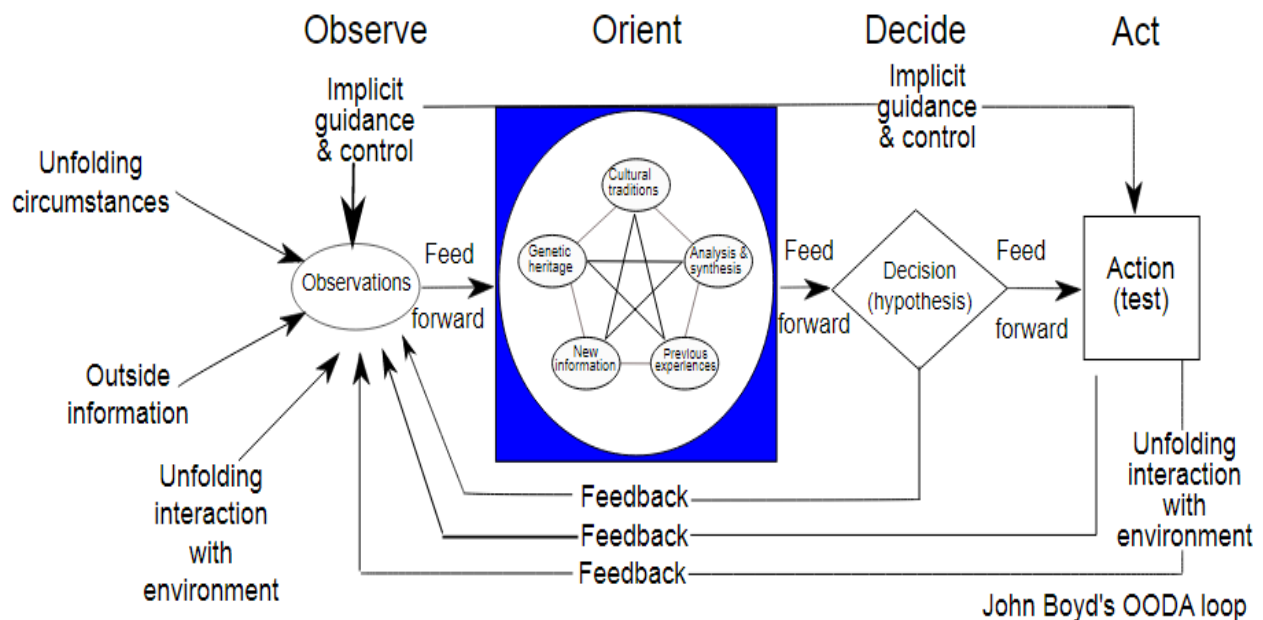
The OODA Loop Model (Observe, Orient, Decide, and Act)

The OODA Loop comprising the phases Observe, Orient, Decide, and Act is a foundational cognitive and strategic model introduced by U.S. Air Force Colonel John Boyd in 1976. Boyd (1976) designed to illustrate decision making in fast-paced and adversarial contexts like military operations, the framework presents decision-making as a continuous, dynamic cycle involving

four interrelated stages how individuals and organizations process information in dynamic environments:

1. **Observation:** refers to the initial stage of collecting information from the environment, which includes monitoring the actions of adversaries, analyzing the terrain, assessing technological factors, and noting other situational elements.
2. **Orientation:** is regarded as the most pivotal and complex phase, as it involves processing and interpreting the observed data through frameworks shaped by cultural background, individual experience, training, established doctrines, and the specific context of the situation.
3. **Decision:** entails selecting an appropriate course of action derived from insights gained during the orientation phase.
4. **Action:** represents the implementation of the chosen decision, producing effects that subsequently feed into the next cycle of observation (Osinga, 2007).

Figure 2: Colonel John Boyd OODA Loop Model



Boyd (1976) insight was not merely about completing these four steps, but about doing so faster and more adaptively than one's opponent. This led to the strategic principle of “operating inside the adversary’s OODA loop,” where speed and agility in decision-making can disorient

opponents, undermine their cohesion, and create a cognitive advantage (Hammond, 2019). In military strategy, this translates into a doctrine of disruption where faster decision cycles can create confusion, delay, and eventual breakdown in enemy command and control systems.

The OODA Loop remains a foundational theory in military command and control, valued for its focus on adaptability, speed, and strategic disruption, but it must be applied with nuance and contextual awareness in today's complex and technologically advanced operational landscapes.

Overall, for the study's objectives of investigating communication satisfaction: the case of Ethiopian Ministry of Defense (EMoD) as a military organization, the researcher selected Herzberg's Two-Factor Theory (Motivation-Hygiene Theory; Herzberg, 1959) and Boyd's (1976) OODA Loop model (Observe, Orient, Decide, and Act) as the theoretical framework. These theories provide a robust foundation for analyzing the relationships between internal communication, communication satisfaction, and job satisfaction in military organizational contexts.

CHAPTER THREE

3. Research Methodology

This chapter present a comprehensive detail of the research methodology employed in the study, including the methods & procedures for data collection, the determination of the study population, the selection of the sample size, sampling techniques, the processes of data processing and analysis, reliability and validity tests, as well as the ethical considerations adhered to throughout the research.

3.1. Research Design and Approach

The research design helps as the foundational blueprint that guides the entire research process. It provides the essential framework for organizing and conducting a study in a structured, logical, and coherent manner. According to Kothari (2004), a research design serves as the conceptual framework guiding the research process and acts as a plan for collecting, measuring, and analyzing data. This structure enables researchers to align their methods and procedures with the objectives of the study, thereby ensuring the production of valid, reliable, and meaningful findings.

Gravetter and Forzano (2012) indicates that a research design illustrates how various components such as samples, instruments, and data collection techniques work together to effectively address the research problem. In essence, a well-structured research design ensures that the research process is not only organized and methodical but also aligned with the study's overarching goals.

In addition to the design, selecting an appropriate research method is critical to achieving the study's objectives. There are three primary research paradigms: quantitative, qualitative, and mixed-methods approaches (Creswell, 2009). Each method has its own specific attributes and is chosen according to the research problem's characteristics and the type of data needed.

The quantitative research method emphasizes objectivity and statistical analysis. It is particularly useful for examining relationships and trends using numerical data, which are typically collected through structured instruments such as surveys or questionnaires (Saunders, Lewis & Thornhill,

2009). This method provides clear, quantifiable results and helps researchers draw generalize conclusions.

In contrast, the qualitative research method seeks to gain a deeper understanding of a phenomenon by exploring the experiences, perceptions, and meanings that individuals or groups assign to it. It typically involves non-numerical data collection methods such as interviews, focus groups, or observations.

The mixed-methods approach combines elements of both quantitative and qualitative methods to provide a more comprehensive understanding of complex research problems (Creswell & Clark, 2017). It integrates numerical and narrative data, allowing researchers to benefit from the strengths of both paradigms.

According to Wimmer R. (2006), the selection of a research method should be determined primarily by the research questions and the study's objectives.

For this study, a quantitative survey method was employed to ensure the systematic collection and analysis of standardized data. This approach is consistent with the study's aim of measuring communication satisfaction among military staff using objective, numerical data, which can be statistically analyzed to reveal patterns, differences, and relationships.

3.2. Description of the Study Organization (EMoD)

The Ethiopian Ministry of Defense headquarters in Addis Ababa is structured into offices, main directorates and directorates (sub-directorates). These are collectively led by high-ranking commissioned officers. The directorate generals (managers) of these main directors of these offices, departments, and directorates are senior officers who report directly to the Chief of Staff and the Minister of Defense.

The Ministry, including over 20 main directorate (directorates generals), two main offices and over 40 directorates (sub-directorates) that are managed by General (Flag office), senior officers and junior officers (commissioned officers), and more than 5,000 military staffs (commissioned and non-commissioned military personnel across various ranks).

3.3. Target Population

The study specifically focuses on the investigation into communication satisfaction among military staff at the EMoD. Accordingly, the target population for the research only focused on military staff who are commissioned and noncommissioned military personnel across various ranks, include from General officers to other rank officers (General officers, senior officers, junior officers, and other ranks), serving in different positions only at the EMoD headquarters in Addis Ababa due to its convenient and inexpensive to the researcher.

3.4. Sampling Technique

Systematic random sampling technique was employed to investigate into communication satisfaction among military staff at the EMoD. Based on this, the researcher systematically collected data from these main directorates (directorate generals), offices, and directorates (sub-directorates), which included all military ranks of EMoD military staff.

To triangulate the data, the researcher uses a purposive sampling method to select participants who have relevant experience and knowledge in the area of internal organizational communication. This method ensures that the selected military personnel are well-informed and capable of providing valuable insights. Subsequently, the researcher conducts semi-structure in-depth interviews with these participants to gather rich, qualitative data.

3.5. Sampling Size

There are various methods available for determining an appropriate sample size, each method suited to different research contexts and objectives. For the objectives of this study, the researcher uses the systematic random sampling method.

The total population of military staff in the Ethiopian Ministry of Defense (EMoD) headquarters in Addis Ababa is over 5,000 military personnel. The total population for this study covers only military staff (military personnel), specifically military officers, as well as directorate generals and military managers (directors).

The sample size was calculated as follows.

To determine the minimum sample size for large populations greater than or equal to 10,000, the Cochran (1977), formula was used in this study.

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{d^2}$$

Where: n = minimum sample size,

Z-value = value of standard normal distribution,

p = the expected or probability of previous similar studies

d = the maximum allowable deviation or error of the estimate.

The confident level = 90% therefore, the z-value = 1.645 the population of the phenomenon by previous studies = 30% Margin of error = $\pm 5\%$

$$n = \frac{(1.645)^2 (0.30) (0.70)}{(0.05)^2}$$

$$n = 227.30$$

$$\approx \underline{227}$$

However, when the population size is small than (less than 10,000), researchers can use this the following valuable formula.

$$nspz = \frac{n}{1 + \frac{n}{Spz}}$$

Where: nspz = minimum sample when the population is small

n = minimum sample when the population is large

spz = population size (small population)

$$nspz = \frac{227}{1 + \frac{227}{Spz}}$$

$$5000$$
$$n_{spz} = 217$$

Therefore, a total of 217 respondents were selected as the sample population for the study. This sample size was determined using an appropriate sampling formula to ensure the representation of the population under investigation communication satisfaction among military staff at the Ethiopian Ministry of Defense (EMoD).

3.6. Data Collection

The procedures or approaches used to get data for analysis, decision-making, or study are known as data collection methods. The type of data required the study design, and the research objectives all influence the method selected. Primary and secondary data collecting methods are the two basic categories into which it can be divided. The data gathering method may be classified under two categories: as primary and secondary data (Babbie & Mouton, 2012).

Primary data are directly collected ('in the field') from the research object through empirical research methods interview, focus group, survey, content analysis, or observation (Wimmer and Dominick, 2003).

Secondary sources of data are those that have previously been gathered and analyzed by another person (scholars or researchers). Secondary data can be found in a variety of places, including libraries, official documents, trade and professional associations, and organizational files (Wimmer and Dominick, 2003).

The study uses both primary and secondary data. Primarily for this study, data are collected by uses communication satisfaction survey questionnaires. In addition, the researcher uses secondary sources of data, books, journals, and published/unpublished materials from the Ministry's website and newsletters.

3.6.1. Questionnaire

Primarily for this study, data collected by uses survey questionnaires. Downs and Hazen's (1977) communication satisfaction questionnaire (CSQ) is the main tool of data collection.

Downs and Hazen's (1977) communication satisfaction questionnaire includes 40-item of questions that are structured in eight dimensions; each measured using a seven-point Likert scale. Each eight dimension contains of five questions, with responses recorded on a scale ranging from 1 to 7 from very dissatisfied to very satisfied, (1 = very dissatisfied, 2 = dissatisfied, 3 = somewhat dissatisfied, 4 = indifferent, 5 = somewhat satisfied, 6 = satisfied, and 7 = very satisfied) to indicate the respondents' level of communication satisfaction.

The communication satisfaction questionnaire (CSQ) is divided into three different sections. The first section gathers basic personal information about the respondents, such as demographic data, which provides background for the analysis. The second section focuses on various types of information related to the respondents' jobs, assesses how these factors influence their communication satisfaction. The final section is specifically for directorate generals and managers to evaluate their perspectives on communication effectiveness within their teams.

The survey communication satisfaction questionnaires (CSQ) are administered to a targeted group of the military officers, both commissioned and noncommissioned military personnel across various ranks of the Ethiopian Ministry of Defense headquarters in Addis Ababa.

For this study, the researcher will administer 217 survey questionnaires across different main directorates and directors military staffs, who are commissioned and noncommissioned military personnel across various ranks surveyed.

3.6.2. In-depth Interview

The researcher conducted semi-structured in-depth interviews as part of the qualitative data collection method. The researcher used in-depth interviews to collect detailed information on the ministry's internal communication satisfaction and organizational communication processes. This in-depth interviews data collection method allowed the researcher to explore participants' experiences and more clearly describe the quantitative research questionnaire of CSQ.

The interview consists of six semi-structured questions, all of which are open-ended. These semi-structured, open-ended questions are useful to express their feelings and information for the interviewee. These semi-structured, open-ended questions are prepared in Amharic, and after the interview, the answers of the interviewee are translated into English and coded in 1 & 2. The

content of the open-ended questions focused on military internal communication satisfaction and organizational communication. Finally, the interviews were used to triangulate the quantitative data results and findings.

To ensure the selection of the most relevant respondents with specific knowledge and experience on internal organizational communication satisfaction, the researcher applied purposive sampling.

The researcher purposefully and carefully selects two senior-ranked military department directors (managers) who have expertise in both the organizational and strategic oversight necessary to provide empirically grounded insights into the Ministry's internal communication satisfaction and organizational communication. By focusing on these two senior military-ranked managers, the researcher aims to gather in-depth qualitative data that gives detailed information about the ministry's internal communication satisfaction and organizational communication.

3.7. Pilot Test

The pilot study involved ten military personnel employed by the Ethiopian Ministry of Defense (EMoD). The original questionnaire was adapted from Downs and Hazen's (1977) Communication Satisfaction Questionnaire (CSQ), a well-established instrument designed to assess organizational communication satisfaction. The CSQ incorporates both open-ended and closed-ended questions, using a seven-point Likert scale to measure respondents' satisfaction across eight original dimensions of organizational communication.

Following the pilot test, several modifications were implemented to improve clarity and precision. First, Question 3 was restructured to categorize military ranks into four distinct groups: commissioned officer ranks (General/flag officers, senior officers, and junior officers) and non-commissioned officer ranks. This hierarchical arrangement ensures logical progression from higher to lower ranks, improving respondent comprehension and accuracy in data collection.

Additionally, certain questions required refinement after translation from English to Amharic. Ambiguous phrasing in survey questions 19, 20, 24, 43, 44, and 45 was clarified. For instance,

the vague term "the organization" was replaced with "the Ethiopian Ministry of Defense (EMoD)" to remove possible confusion.

Finally, the revised questionnaire simplified smoother data collection, as respondents could navigate the instrument with greater ease and accuracy.

3.8. Data Processing and Analysis

The collected survey communication satisfaction questionnaires underwent a comprehensive screening process to identify and remove any missing data. After this initial cleaning, the data was encoded into SPSS 26 software for further analysis. The analysis incorporated a range of statistical measures, including frequency, mean, correlation, ANOVA, and regression. Although, during data analysis and interpretation, the qualitative data were integrated with quantitative data. Descriptive statistics, such as percentages, ratios, means, and standard deviations, were utilized to effectively summarize and interpret the data. The results are presented through tables and graphs to ensure a clear and concise understanding of the findings.

3.9. Ethical Considerations

In this study, ethical considerations were strictly observed throughout all stages of the research process. The researcher had a letter from Addis Ababa University School of Journalism and Communication to the study organization to get permission from the Ethiopian Ministry of Defense from which the data was collected. Informed consent was obtained from all participants, ensuring that their involvement was voluntary and that they had the right to withdraw at any time without any negative consequences. Confidentiality and anonymity were maintained by securely storing data and removing any identifying information, safeguarding the privacy of the study participants.

Additionally, the researcher followed the principles of honesty, integrity, and transparency in collecting, analyzing, and reporting data. Furthermore, the researcher made a concerted effort to avoid any misleading or deceptive statements during the translation of Downs and Hazen's (1977) communication satisfaction questionnaire (CSQ) from English to Amharic. Throughout

the research process, all secondary data sources were appropriately cited to acknowledge intellectual property, uphold academic integrity, and ensure the avoidance of plagiarism.

3.10. Reliability and Validity

The reliability and validity of the Downs and Hazen's (1977), communication satisfaction questionnaire (CSQ) measured the reliability and validity to ensure its appropriateness for the study.

These standardized questionnaires have consistently demonstrated their reliability and validity in measuring the intended variables, as evidenced by a Cronbach's alpha exceeding 0.7 (70%), indicating strong internal consistency.

Table 1: Reliability and Validity Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.983	40

As indicated in Table 1, the Cronbach's alpha test shows that the instrument has an exceptionally high level of internal consistency, with a value of 0.983 (98.3%), which exceeds the normally accepted threshold of 0.70. Therefore, the communication satisfaction survey instrument is considered reliable, and the subsequent findings and conclusions can be regarded as having acceptable reliability.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

From the total of 217 distributed questionnaires, 209 were successfully collected which makes response rate of 96.31%. The remaining 9 questionnaires (3.66%) were not retrieved due to loss or non-return by the respondents. Among the 209 collected questionnaires, 8 were incomplete and thus excluded from the analysis. Consequently, 201 questionnaires (92.62%) were usable for further analysis, while 17 questionnaires (7.37%) were discarded due to incompleteness or non-response. Therefore, a valid response rate of 92.62% is considered satisfactory and significant for the purposes of this study.

4.1. Demographic Background of study Participants

In this subtitle, the study participants' background information (demographics: sex and age), military service (rank and work in the current position), work for the organization (service duration on EMoD), and formal educational level are described in detail.

Figure 3: Sex distribution of the study participants

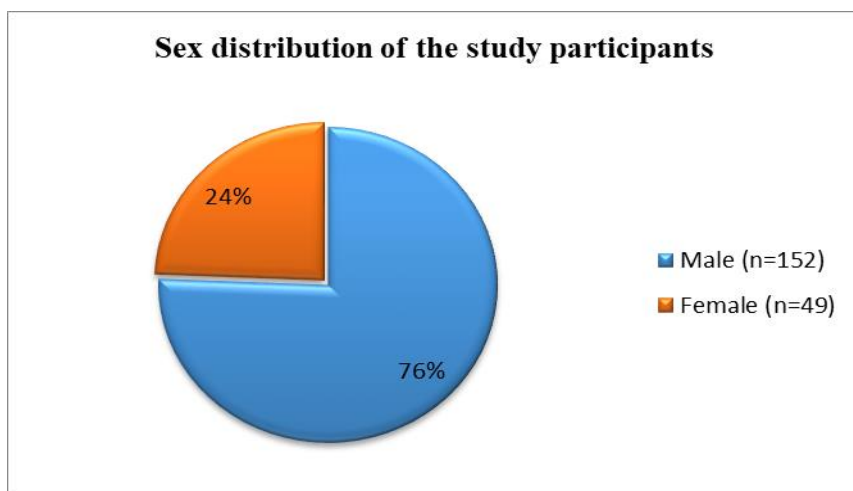


Figure 2 presents demographic information of the study participant by sex. The data indicates that male military personnel form a considerable majority, numbering 152 military personnel (75.6% of the sample), whereas female study participants found a significantly smaller proportion, with only 49 military personnel (24.4%).

Figure 4: Age distribution of the study participants

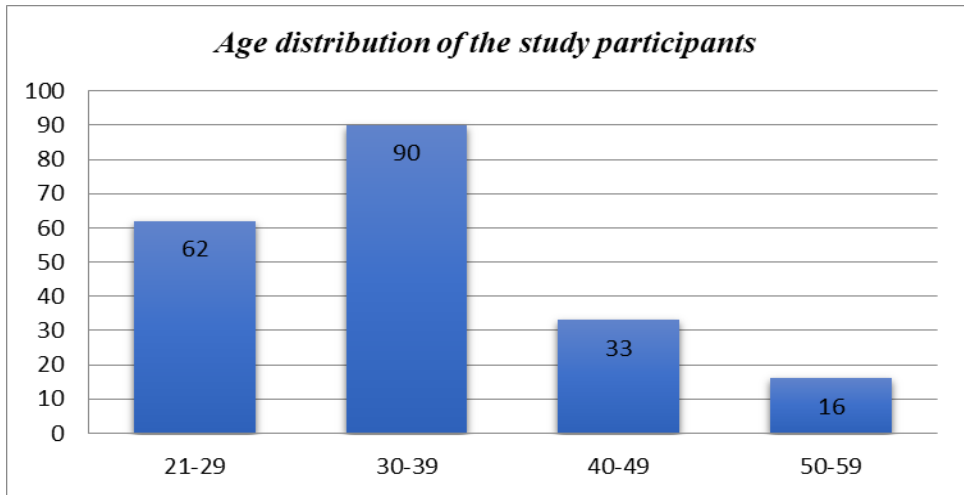


Figure 3 presents the age distribution of the study participant. From the total sample size for the study of 201 military personnel, the largest proportion of 90 military personnel (44.8%) falls within the 30–39 age group, followed by those aged 21–29, number of 62 military personnel (30.8%). Smaller proportions are shown in the 40–49 (16.4%, n = 33) and 50–59 (8.0%, n = 16) age groups.

Figure 5: Military rank groups of the study participants

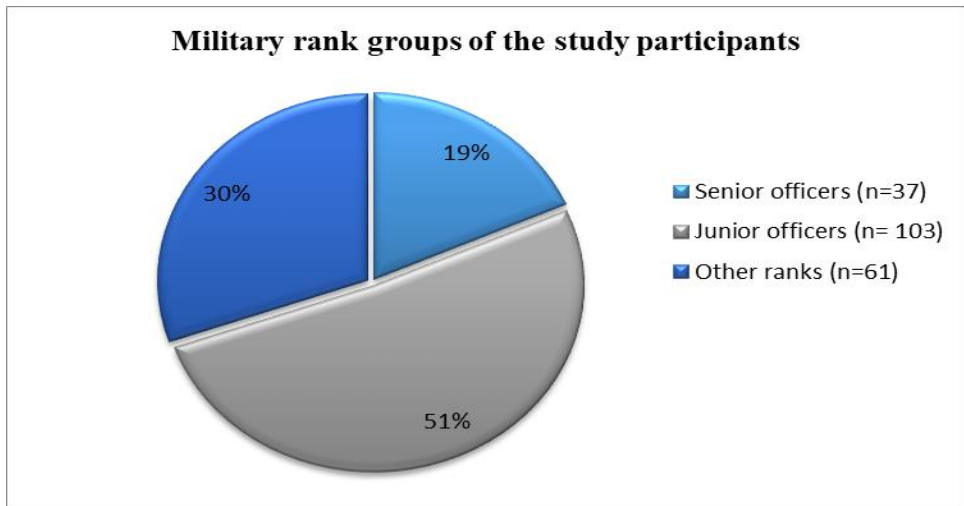


Figure 4 presents the distribution of study participants according to their military rank group. Among a total of 201 military personnel who participated in the study, senior officers 37 military personnel, representing 18.4% of the total sample. The largest group was composed of junior

officers, 103 military personnel, making up 51.2% of the total. The other rank group, with a number of 61 military personnel, corresponds to 30.3 % of the sample. In summary, senior officers and junior military personnel together comprised 69.62% of the study participants, while 30.38% were other military ranks. The data shows that the majority of study participants are commissioned military officers.

Figure 6: Worked on the current position of the study participants

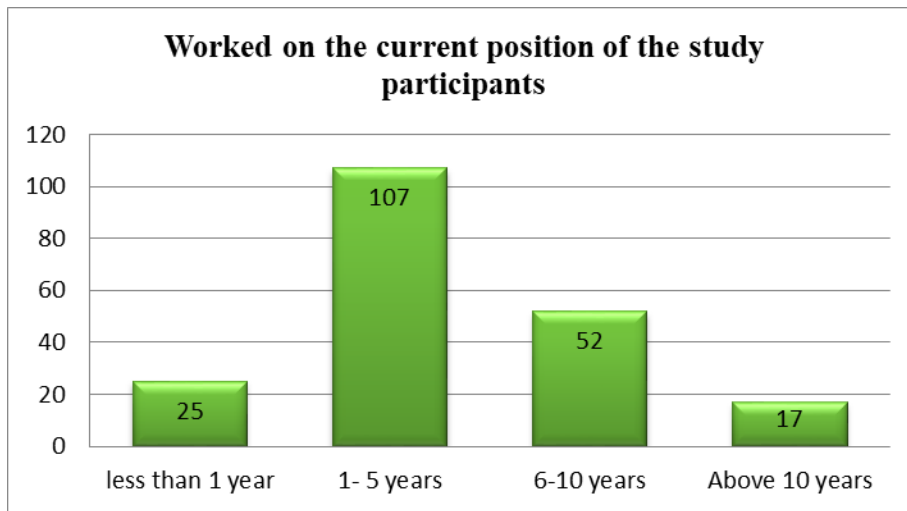
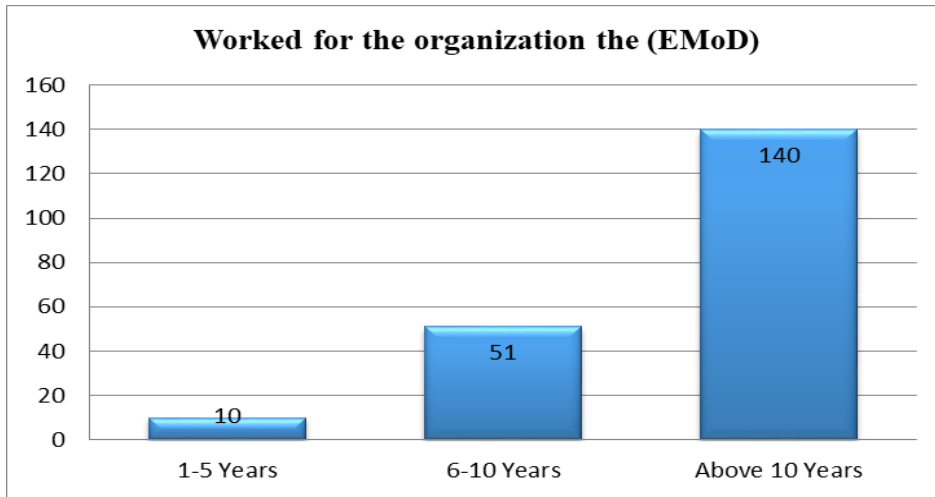


Figure 5 presents the distribution of study participants based on the duration they have worked in their current position. Out of the total 201 military personnel, 25 military personnel (12.4%) responded to having worked in their current position for less than one year. The largest proportion, 107 military personnel (53.2%), responded they had served in their current position for 1 to 5 years. A number of 52 military personnel (25.9%) had worked in their position for 6 to 10 years, while 17 military personnel (8.5%) had more than 10 years of experience in their current position. over all the data shows that nearly 65.6% of study participants worked in their current position for five years or less, and 91.5% for ten years or less. The majority of military personnel are relatively new to their current position, with only a small proportion (8.5%) having over a decade of experience in the same position.

Figure 7: Worked for the organization the (EMoD)



The above figure 6 presents data on the total number of years study participants worked for the EMoD. Only 10 military personnel (5.0%) have worked for the EMoD for 1 to 5 years. In larger groups, 51 military personnel (25.4%) have worked 6 to 10 years. The majority, 140 military personnel (69.7%), have worked in the EMoD for more than 10 years. The cumulative percentage shows that only 30.4% of the military personnel have worked for the ministry for 10 years or less, whereas more than two-thirds of the military personnel (69.7%) served in the role for more than ten years.

Figure 8: Formal educational background of the study participant

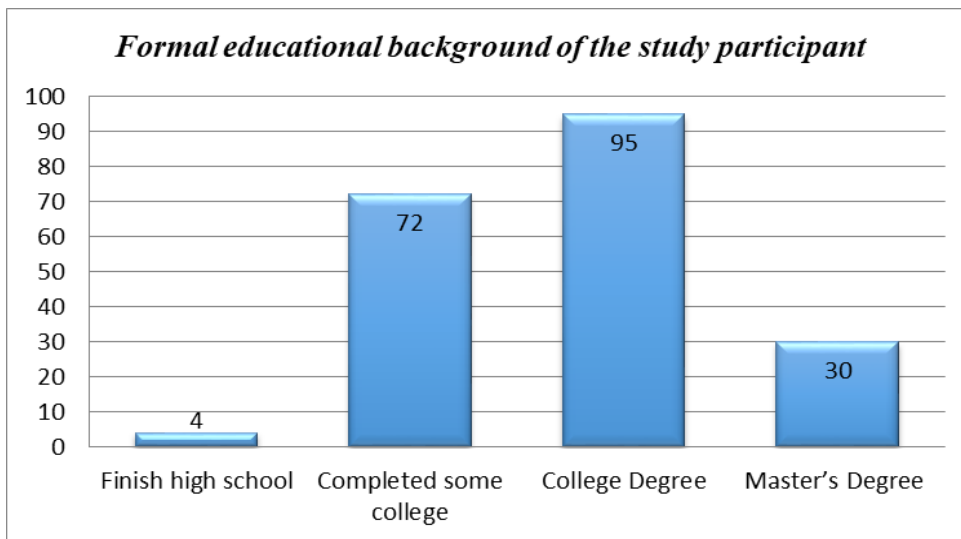


Figure 7 presents the formal educational background of the study participants. A small number, 4 military personnel (2.0%), have only completed high school. 72 military personnel (35.8%) responded to having completed some college education. The largest group 95 military personnel (47.3%), have a college degree, indicates that nearly half of the sample had attained an undergraduate level of education. Additionally, 30 military personnel (14.9%) have completed a master's degree. Overall, 85.1% of military personnel have completed at least some college education, and 30 respondents (14.9%) had attained a graduate-level degree.

4.2. Reliability test for Communication Satisfaction Dimensions

Table 2: Reliability test for Communication Satisfaction Dimensions

Dimension of communications	Number of Items	Cronbach's Alpha
Supervisor Communication	5	.863
Subordinate Communication	5	.979
Organizational Integration	5	.824
Media Quality	5	.858
Horizontal Communication	5	.844
Communication Climate	5	.855
Personal Feedback	5	.810
Organizational/corporate Information	5	.790
Overall Communication Satisfaction	40	.852

Source: Researcher's survey finding (2025)

Table 2 presents the results of the reliability analysis for the eight dimensions of communication satisfaction. The reliability of each eight dimensions was evaluated using Cronbach's alpha, a measure of internal consistency. As shown in the table, all eight dimensions, as well as the overall communication satisfaction score show high levels of reliability, with Cronbach's alpha values exceeding the commonly accepted threshold of 0.70 (70%).

Subordinate communication dimension is the highest reliability with a Cronbach's alpha of 0.979, indicating excellent internal consistency. This was followed by supervisor communication ($\alpha = 0.863$), media quality ($\alpha = 0.858$), communication climate ($\alpha = 0.855$), and horizontal

communication ($\alpha = 0.844$). Organizational integration and personal feedback also show strong reliability, with alpha values of 0.824 and 0.810. The Organizational/ corporate Information dimension had the lowest, but still acceptable, reliability coefficient of 0.790.

The overall communication satisfaction dimensions, a Cronbach's alpha of 0.852, confirm the high internal consistency of the perfect instrument. These results indicate that the dimensions of communication satisfaction are a reliable tool for this study.

4.3. Regression Analysis and Linearity test

Figure 9: Regression Analysis

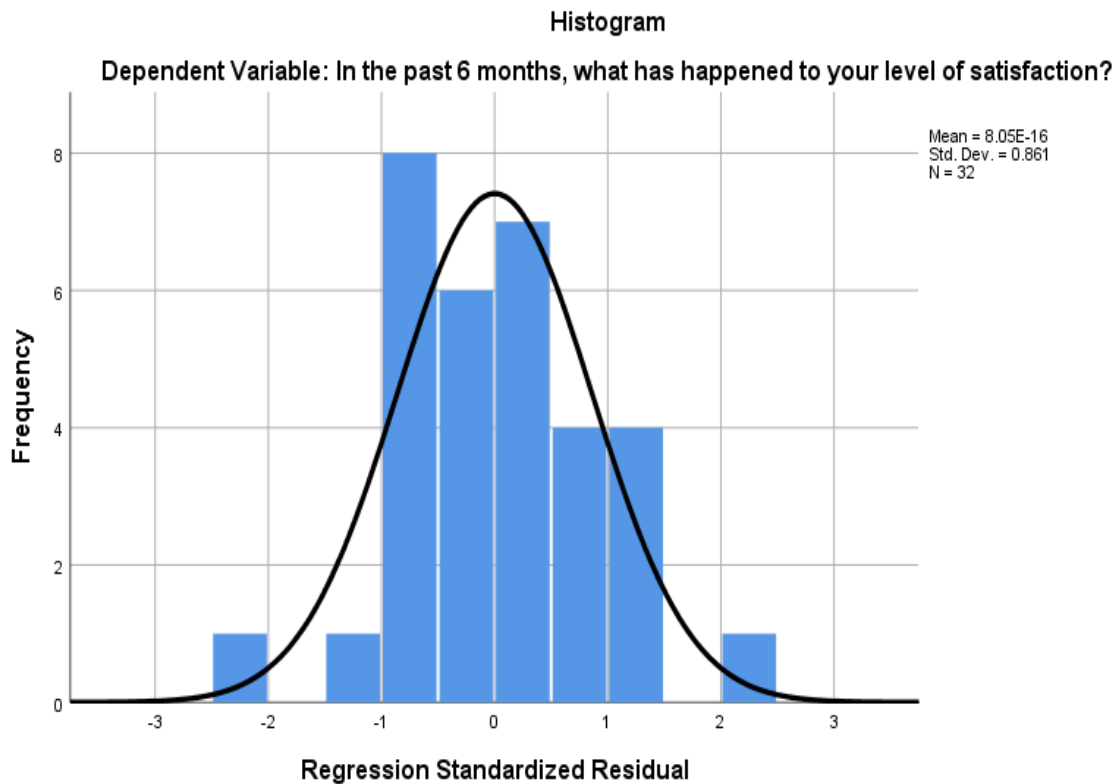


Figure 8, the regression standardized residuals for the dependent variable “In the past 6 months, what has happened to your level of satisfaction?”. The purpose of such a histogram is typically to assess the normality of residuals in a regression analysis, which was an important assumption in linear regression.

The histogram displays a roughly bell-shaped curve, indicates that the standardized residuals are approximately normally distributed. Most of the residuals fall between -2 and +2, shows that the residuals do not have extreme outliers and follow a symmetrical pattern. The residuals are approximately normally distributed, as showed by the bell-shaped curve and near-zero mean. Therefore, the regression model looks to meet the normality assumption, supporting the validity of the statistical inferences drawn from the model.

Figure 10: Normality test

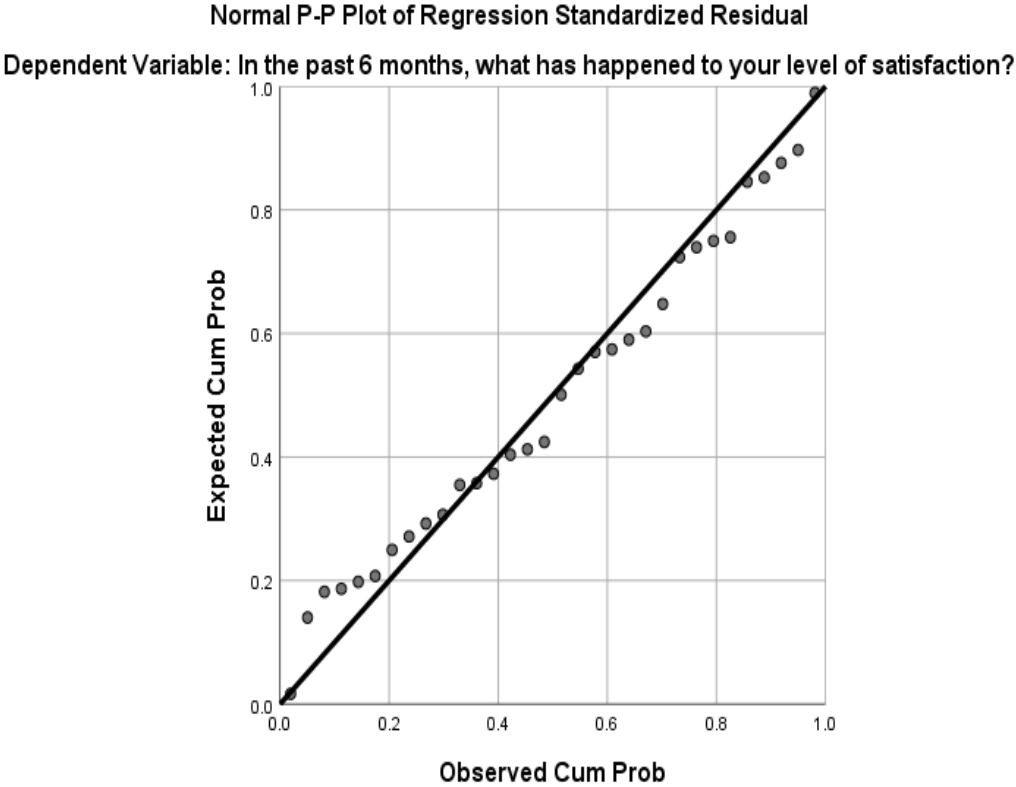


Figure 9, Normal P-P Plot of the regression standardized residuals shows that the residuals are closely aligned with the expected cumulative probabilities of a normal distribution. This indicates the assumption of normality is reasonably met for the dependent variable “In the past 6 months, what has happened to your level of satisfaction?”. Therefore, the regression results are statistically acceptable with respect to this assumption.

4.4. Analysis of Dimensions of Communication

Subordinate Communication Dimension

Table 3: Descriptive Statistics of Subordinate Communication Dimension

Subordinate communication dimension survey questions	Mean	Median	Std. Deviation
46. Extent to which my staff are responsive to downward-directive communication	5.84	6.00	.987
47. Extent to which I can avoid having communication overload	5.75	6.00	.916
48. Extent to which to which my staff anticipate my needs for information	5.84	6.00	.987
49. Extent to which my staff are receptive to evaluations, suggestions and criticisms	5.81	6.00	.965
50. Extent to which my staff feel responsible for initiating accurate upward communication.	5.84	6.00	.954

The above table 4 presents military personnel responses to five survey questions related to subordinate communication dimensions. All five subordinate communication dimensions show high mean scores, ranging from 5.75 to 5.84. The highest mean values (5.84) were shown for survey questions number Q46, Q48, and Q50, indicates that respondents perceive their military staff as both responsive to directive communication and proactive in upward communication. Survey Q 47, "Extent to which I can avoid having communication overload," received the lowest mean score (5.75), although it shows relatively favorable perception. The median scores for all five survey questions are uniformly 6.00, shows central tendency toward satisfaction across the subordinate communication dimensions. The standard deviations for the survey questions are relatively low, ranging from 0.916 to 0.987, indicates that responses are fairly consistent across military personnel.

Horizontal Communication Dimension

Table 4: Descriptive Statistics of Horizontal Communication Dimension

Horizontal communication dimension survey questions	Mean	Median	Std. Deviation
35. Extent to which the grapevine is active in the Ministry	4.96	5.00	1.119
37. Extent to which communication with other employees at my level is accurate and free flowing	4.89	5.00	1.248
38. Extent to which communication practices are adaptable to emergencies	5.03	5.00	1.204
39. Extent to which my work group is compatible	5.09	5.00	1.143
44. Extent to which informal communication is active and accurate	4.93	5.00	1.194

The above table 5 presents descriptive statistics for five horizontal communication dimensions. Survey questions assess the activity of the grapevine, accuracy of lateral communication, adaptability of communication during emergencies, work group compatibility, and the accuracy and activity of informal communication at the EMoD.

Across the five horizontal communication dimension survey questions, the mean scores range narrowly from 4.89 to 5.09, shows a moderately positive result. The highest mean score (M = 5.09) showed that for survey Q 39, "Extent to which my work group is compatible", the military personnel generally perceive strong compatibility within their work groups. Survey Q37, "Extent to which communication with other employees at my level is accurate and free-flowing," showed the lowest mean (M = 4.89), shows comparatively less satisfaction with peer-level communication.

Supervisor Communication Dimension

Table 5: Descriptive statistics of Supervisor Communication Dimension

Supervisor communication dimension survey questions	Mean	Median	Std. Deviation
27. Extent to which my supervisor listens and pays attention to me	4.92	5.00	1.294
29. Extent to which my supervisor offers guidance for solving job related problems	4.85	5.00	1.372
32. Extent to which my supervisor trusts me	5.05	5.00	1.101
36. Extent to which my supervisor is open to ideas	5.01	5.00	1.204
41. Extent to which the amount of supervision given me is about right	5.01	5.00	1.194

The above table 6 presents descriptive statistics for five survey questions related to the supervisory communication dimension. These questions assess key aspects of the supervisor and military personnel relationship, including listening behavior, guidance on job-related issues, trust, openness to ideas, and appropriateness of supervision levels.

The mean scores for these survey research questions range from 4.85 to 5.05, indicates generally positive awareness of supervisory communication among military personnel. The highest mean was shown for survey Q32, "Extent to which my supervisor trusts me" (M = 5.05), indicating a relatively strong perception of trust from supervisors. The lowest mean score was recorded for survey Q 29, "Extent to which my supervisor offers guidance for solving job-related problems" (M = 4.85). The standard deviations range from 1.101 to 1.372, indicates moderate variability in responses.

Media Quality Communication Dimension

Table 6: Descriptive Statistics of Media Quality Communication Dimension

Media quality dimension survey questions	Mean	Median	Std. Deviation
31. Extent to which the Ministry communications are interesting and helpful	4.88	5.00	1.359
40. Extent to which our meetings are well organized	4.91	5.00	1.205
42. Extent to which written directives and reports are clear and concise	5.01	5.00	1.133
43. Extent to which the attitudes toward communication at the Ministry are basically healthy.	4.98	5.00	1.255
45. Extent to which the amount of communication at the Ministry is about right.	4.97	5.00	1.109

The above table 7 presents descriptive statistics for five survey questions related to the media quality communication dimension. The survey questions communication quality, meeting organization, clarity of written materials, the overall communication climate, and the sufficiency of communication volume. The mean scores across the five media quality survey questions range from 4.88 to 5.01. The highest average rating was shown on survey Q42, “Extent to which written directives and reports are clear and concise” (M = 5.01), indicates that written communication is viewed as relatively effective. Conversely, Survey Q31, “Extent to which the Ministry communications are interesting and helpful,” shows the lowest mean (M = 4.88), potentially pointing to a need for improving the engagement and perceived value of ministry-wide communications. Median values are consistent across all media quality survey questions (5.00), demonstrating a stable central tendency of moderate satisfaction.

Organizational Integration Communication Dimension

Table 7: Descriptive statistics of Organizational Integration Communication Dimension

Organization integration communication dimension survey questions	Mean	Median	Std. Deviation
11. Information about my progress in my job	4.83	5.00	1.534
12. Personnel news	4.90	5.00	1.474
17. Information departmental policies and goals	4.89	5.00	1.406
18. Information requirements of my job	5.06	5.00	1.291
22. Information about employee benefits and pay	4.89	5.00	1.408

The above table 8 presents the descriptive statistics for five survey questions that evaluate the organization integration communication dimension within the EMoD. The mean scores for these survey questions range from 4.83 to 5.06, indicates a generally favorable perception of information dissemination within the EMoD. Survey Q18, "Information requirements of my job," shows the highest mean score (M = 5.06), suggesting that military personnel feel well-informed about what is required to perform their duties. Survey Q11, "Information about my progress in my job," shows the lowest mean (M = 4.83), which may indicates to a relative gap in feedback or performance-related communication. The standard deviations range from 1.291 to 1.534, showing a moderate to high level of variability in military personnel experiences.

Personal Feedback Communication Dimension

Table 8: Descriptive statistics of Personal Feedback Communication Dimension

Personal feedback communication dimension survey questions	Mean	Median	Std. Deviation
14. My job compares with others	5.12	5.00	1.294
15. Information being judged	4.98	5.00	1.271
16. Recognition of my efforts	4.74	5.00	1.440
21. Reports on how problems in my job are being handled	4.80	5.00	1.328
25. Extent to which my managers/supervisors understand the problems faced by staff	4.71	5.00	1.352

Table 9 presents descriptive statistics for five survey questions to investigate the personal feedback communication dimension. The mean scores range from 4.71 to 5.12, shows moderately positive but somewhat varied perceptions across the personal feedback survey questions. The highest mean score was shown for survey Q14, "My job compares with others" (M = 5.12), indicates a relatively strong perception of job equity or satisfaction in comparison to peers. In contrast, the lowest mean score was shown for survey Q25, "Extent to which my managers/supervisors understand the problems faced by staff" (M = 4.71), highlights a potential area of concern regarding managerial empathy or insight into employee challenges. The standard deviations range from 1.271 to 1.440, indicates moderate variability.

Communication Climate Dimension

Table 9: Descriptive statistics of Communication Climate Dimension

Communication dimension survey questions	Mean	Median	Std. Deviation
26. Extent to which the Ministry's communication motivates me to meet its goals	4.73	5.00	1.245
28. Extent to which Ministry employees have great ability as communicators	4.91	5.00	1.267
30. Extent to which communication in the Ministry makes me identify with it or feel a vital part of it	4.78	5.00	1.259
33. Extent to which I receive in time the information needed to do my job	4.87	5.00	1.329
34. Extent to which conflicts are handled appropriately through proper communication channels	4.99	5.00	1.196

Table 10 presents descriptive statistics for five survey questions related to communication climate dimensions. The mean scores across the five communication climate survey questions range from 4.73 to 4.99. The highest mean score is seen in survey Q34, "Extent to which conflicts are handled appropriately through proper communication channels" (M = 4.99), which shows that conflict resolution through communication is viewed relatively positively. On the other hand, Survey Q26, "Extent to which the Ministry's communication motivates me to meet

its goals," has the lowest mean ($M = 4.73$), indicates that communication could be more effective in inspiring military personnel motivation toward organizational objectives. The standard deviation values range from 1.196 to 1.329, indicates moderate variability in responses.

Organizational/ Corporate Information Communication Dimension

Table 10: Descriptive statistics of Corporate Information Communication Dimension

Organizational / Corporate information communication dimension survey questions	Mean	Median	Std. Deviation
13 EMoD Organizational policies and goals	5.11	6.00	1.457
19 Information about government regulations affecting the Ethiopian Ministry of Defense (EMoD)	4.78	5.00	1.297
20 Information about changes in the Ethiopian Ministry of Defense (EMoD)	4.69	5.00	1.373
23 Information about EMoD organizational financial standing	4.77	5.00	1.341
24 Information about achievements and/or failures of the Ethiopian Ministry of Defense (EMoD)	4.86	5.00	1.239

The above table 11 presents the summary of five survey questions related to the corporate information communication dimension. The mean scores range from 4.69 to 5.11. The highest mean is observed for survey Q13, "EMoD Organizational policies and goals" ($M = 5.11$), indicates that military personnel feel relatively well-informed in this area. In contrast, the lowest mean score was reported for survey Q 20, "Information about changes in the Ethiopian Ministry of Defense" ($M = 4.69$), indicates a potential communication gap when it comes to EMoD organizational updates. The median scores range from 5.00 to 6.00, a relatively strong perception. The standard deviations range from 1.239 to 1.457, indicates moderate variability in responses. In summary, the SPSS data indicates a positive organizational information communication climate within the EMoD.

Table 11: Mean Rank order of Communication Satisfaction Dimensions

Rank	Dimension of communications	Mean
1.	Subordinate Communication	5.776
2.	Horizontal Communication	4.98
3.	Supervisor Communication	4.968
4.	Media Quality	4.95
5.	Organizational Integration	4.914
6.	Personal Feedback	4.87
7.	Communication Climate	4.856
8.	Organizational/ corporate Information	4.842
	Over all communication satisfaction dimension	5.074

Based on the findings presented in the above table 12, the mean scores for the various dimensions of communication satisfaction within the organization indicate varying levels of effectiveness. According to Downs and Adrian (2004, p. 145), a mean score below the conceptual midpoint of 4.0 on a 0–7 scale is considered indicative of a weakness in communication satisfaction, while scores above this threshold suggest relative strength.

Based on the mean scores across eight dimensions of communication within the EMoD shown in Table 12, Subordinate Communication achieved the highest mean score of 5.776, indicating a strong perception of satisfaction in communication between subordinates and their superiors. This suggests that communication flowing upward within the organizational hierarchy is perceived positively.

On the other hand, Horizontal Communication (M = 4.98) and Supervisor Communication (M = 4.968) also received relatively high scores, reflecting a generally favorable view of communication among peers and between supervisors and their direct reports. Similarly, Media Quality (M = 4.95), Organizational Integration (M = 4.914), and Personal Feedback (M = 4.87) all fall above the critical midpoint, indicating satisfactory performance in these areas, though with some room for improvement.

Similarly communication climate (M = 4.856) and organizational/ corporate Information (M = 4.842) received the lowest mean scores among the dimensions evaluated. Although these scores are still above the 4.0 threshold, they suggest areas where communication satisfaction is relatively weaker and may require targeted interventions.

The overall mean score across all dimensions is 5.074, which exceeds the critical threshold and suggests that, in general, communication satisfaction within the EMoD is at a moderate level of communication satisfaction. However, the variability among dimensions highlights the need for a more nuanced, dimension-specific approach to improving internal communication practices, particularly in the areas of communication climate and Organizational information dissemination.

4.5. Overall Level of Communication Satisfaction Among Military Staff of the EMoD

- ❖ **Research Question One:** What is the overall level of communication satisfaction and job satisfaction among the military staff of the Ethiopian Ministry of Defense?

The first research question aim was to assess the overall level of communication satisfaction and job satisfaction among the military staff of the EMoD.

Table 12: Communication satisfaction level in the past 6 month among military staff of the EMoD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Gone Up	83	41.3	41.3	41.3
	Stayed the same	65	32.3	32.3	73.6
	Gone down	53	26.4	26.4	100.0
	Total	201	100.0	100.0	

The above table 13 presents the data that describes the distribution of communication satisfaction levels among military staff of the EMoD over the past six months. Among the 201 military personnel, 83 military personnel (41.3%) responded that their communication satisfaction level had gone up. Whereas nearly one-third of military personnel, 32.3% (65 military personnel),

stated that their level of communication satisfaction had stayed the same. In contrast, a smaller percentage, 26.4% (53 military personnel), indicated that their satisfaction had gone down.

The cumulative percentages shows that by combines those whose satisfaction level has gone up or remained stable, 73.6% of the military personnel did not experience a decline in communication satisfaction during the past six months.

Similarly, in the survey research questionnaire, question no. 9 ("In the past 6 months, what has happened to your level of satisfaction?" If you have any reason for the answer you give to the above question in terms of communication, please write it down here.), the military personnel responses are summarized as follows:

Over the past six months, study participants responded a significant increase in their communication satisfaction levels. The military personnel expressed the reasons for their satisfaction is:

The adoption of modern communication tools, including Telegram, Email, and WhatsApp, has notably enhanced the efficiency and clarity of internal communications. Additionally, the implementation of a new defense communication structure and associated reforms has been instrumental in streamlining organizational communication channels.

In the interview with senior military personnel, they expressed a high level of satisfaction with the internal communication of the EMoD. The first interviewee 1 said that:

"As military personnel and staff, I am very satisfied with our internal communication. This satisfaction contributes to my overall contentment with my military role, and I take pride in the work I do both for myself and for my country."¹

Similarly, interviewee 2 also said his satisfaction with communication and shared his perceptions on military communication as follows:

¹ Interviewee - 1

“I am satisfied with the internal communication of the Ethiopian Ministry of Defense. Internal communication is essential for our everyday mission and task is important. Without timely, clear, and appropriate day-to-day communication our organization the Ethiopian Ministry of Defense has not functioned. Timely and clear internal communication is not sharing information in our organization communication is saving all the staff lives and also saving our country and our organization. Due to these reasons, my communication satisfaction has gone up”²

On the other hand, some military personnel indicated that their level of communication satisfaction has remained consistent over the past six months. The reasons indicated by the military personnel are:

The primary reason is lack of transformation in the Ministry was a reason for this stability. Military staffs emphasized that trust levels between military personal have remained consistent. Additionally, military staffs pointed to the hierarchical nature of military relationships, where communication is typically structured and determined by military rank and protocol.

Finally, some of the military staff indicates a decline in their communication satisfaction over the past six months. Factors identified by military personnel include:

Difficulty concentrating on current circumstances, which hinders their ability to fully comply with directives from superiors of the military staff. Additionally, the relationship between military personal such as subordinates and superiors is characterized as rigid and hierarchical, resembling a military structure, resulting in insufficient upward communication to senior leaders. Furthermore, study participants indicated occasional issues with clarity and confidentiality in communications between the military rank groups.

The overall findings from the SPSS mean results, open-ended questions, and interviews indicates that the military staff of the EMoD has experienced a moderate level of communication

² Interviewee - 2

satisfaction over the past six months. Similarly, by combining those whose satisfaction has gone up or remained stable, 73.6% of the military personnel did not experience a decline in communication satisfaction during the past six months. However, a smaller percentage, 26.4% number of 53 military personnel, indicated that their satisfaction had gone down.

Communication satisfaction significantly influences job performance by fostering clarity, engagement, and efficiency in organizational tasks. When employees perceive communication as effective, they are more likely to understand their roles, receive constructive feedback, and align their efforts with organizational goals, thereby enhancing productivity (Clampitt & Downs, 1993). In the context of the Ethiopian Ministry of Defense, where hierarchical structures dominate, ensuring transparent and consistent communication can mitigate ambiguities, thereby improving operational effectiveness.

Moreover, communication satisfaction is closely linked to employee morale and retention, as it cultivates a sense of belonging and reduces workplace stress. Studies indicate that employees who experience open and respectful communication are more committed to their organizations and less likely to seek alternative employment (Pincus, 1986). For military personnel in Ethiopia, where high-stakes decisions and prolonged deployments are common, maintaining morale through effective communication can be pivotal in retaining skilled personnel and sustaining long-term organizational stability.

Finally, communication satisfaction plays a crucial role in reducing workplace conflicts and misunderstandings by promoting transparency and mutual understanding. Miscommunication in high-pressure environments, such as defense institutions, can lead to operational failures or interpersonal disputes (Guffey & Loewy, 2015). By implementing structured communication channels and feedback mechanisms, the Ethiopian Ministry of Defense can minimize misinterpretations, thereby fostering a more cohesive and conflict-resistant workforce.

4.6. Job satisfaction among military staff of the EMoD

Table 13: Job satisfaction among military staff of the EMoD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	29	14.4	14.4	14.4
	Dissatisfied	21	10.4	10.4	24.9
	Somewhat dissatisfied	13	6.5	6.5	31.3
	Indifferent	17	8.5	8.5	39.8
	Somewhat satisfied	27	13.4	13.4	53.2
	Satisfied	66	32.8	32.8	86.1
	Very satisfied	28	13.9	13.9	100.0
	Total	201	100.0	100.0	

The above table 14 presents an overview of the military personnel and their levels of job satisfaction. Out of the total 201 military personnel, 29 military personnel (14.4%) responded were very dissatisfied with their job, while 21 military personnel (10.4%) responded dissatisfied, and 13 military personnel (6.5%) stated that they were somewhat dissatisfied. Together, these three categories represent 31.3% of the sample, indicates vary on the degrees of job dissatisfaction.

On the other hand, 27 military personnel (13.4%) were somewhat satisfied, 66 military personnel (32.8%) were satisfied, and 28 military personnel (13.9%) responded very satisfied. In total, 60.1% of military personnel responded with some level of satisfaction with their job. Additionally, 17 military personnel (8.5%) were indifferent, indicates a neutral stance toward their job.

On the other hand, these military personnel responded very dissatisfied, dissatisfied and somewhat dissatisfied explains the reasons in response to open-ended survey question number 10, ("Please indicate any barriers that hinder your present job satisfaction")

The primary reason indicated was the lack of modern and up-to-date communication tools, which limits effective internal communication. Additionally, strained relationships between senior leaders and lower-ranking personnel were noted, with concerns that feedback from subordinates often fails to reach senior officials. A lack of attention to the current context also obstructs the effective implementation of orders from superiors. Some military personnel pointed out issues of unclear and non-confidential communication between different rank groups. Finally, concerns were raised about the suitability of senior officials and department directors, citing their unfamiliarity with procedures, perceived bias, and isolation due to rank-based appointments.

Overall, among the military staff who participated in this study and worked for the EMoD, the SPSS data shows that a significant portion of 121 military personnel (60.0%) are satisfied with their job. However, a considerable 63 military personnel (31.3%) experienced minority dissatisfaction.

4.6.1. The Relationship between Communication Satisfaction and Job Satisfaction

To assess the relationship between communication satisfaction and job satisfaction by examining the extent to which communication satisfaction influences and correlates with overall job satisfaction among military personnel.

Table 14: Correlation Analysis between Job Satisfaction and Dimensions of Communication satisfaction

		Correlations								
		How satisfied are you with your job?	Supervisor Communication	Subordinate Communication	Organizational Integration	Media Quality	Horizontal Communication	Communication Climate	Personal Feedback	Corporate Information
How satisfied are you with your job?	Pearson Correlation	1								
	Sig. (2-tailed)									
	N	201								
Supervisor Communication	Pearson Correlation	.390**	1							
	Sig. (2-tailed)	.000								
	N	201	201							
Subordinate	Pearson	.307	.814**	1						

Communication	Correlation									
	Sig. (2-tailed)	.087	.000							
	N	32	32	32						
Organizational Integration	Pearson Correlation	.404**	.767**	.689**	1					
	Sig. (2-tailed)	.000	.000	.000						
	N	201	201	32	201					
Media Quality	Pearson Correlation	.360**	.828**	.812**	.765**	1				
	Sig. (2-tailed)	.000	.000	.000	.000					
	N	201	201	32	201	201				
Horizontal Communication	Pearson Correlation	.292**	.785**	.713**	.724**	.838**	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000				
	N	201	201	32	201	201	201			
Communication Climate	Pearson Correlation	.370**	.855**	.673**	.763**	.834**	.833**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000			
	N	201	201	32	201	201	201	201		
Personal Feedback	Pearson Correlation	.409**	.735**	.698**	.746**	.679**	.664**	.731**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		
	N	201	201	32	201	201	201	201	201	
Organizational/ corporate Information	Pearson Correlation	.369**	.698**	.690**	.798**	.718**	.728**	.797**	.772**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	201	201	32	201	201	201	201	201	201

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

Source: Researcher's survey finding (2025)

As presented in the above table 15 Pearson correlation coefficients were computed to examine the relationship between job satisfaction and eight dimensions of communication satisfaction.

The correlation result for each dimension were, supervisor communication ($r = .390$, $p = .000$), subordinate communication ($r = .307$, $p = .087$), organizational integration ($r = .404$, $p = .000$), media quality ($r = .360$, $p = .000$), horizontal communication ($r = .292$, $p = .000$), communication climate ($r = .370$, $p = .000$), personal feedback ($r = .409$, $p = .000$), and organizational/ corporate Information ($r = .369$, $p = .000$).

Similarly, the results show that most communication dimensions were moderately and significantly correlated with job satisfaction. Specifically from eight dimensions of communications, supervisor communication ($r = .390, p < .01$), organizational integration ($r = .404, p < .01$), media quality ($r = .360, p < .01$), communication climate ($r = .370, p < .01$), personal feedback ($r = .409, p < .01$), and organizational/ corporate Information ($r = .369, p < .01$) all showed significant positive correlations with job satisfaction.

The correlation analysis between job satisfaction and eight dimensions of communication, including supervisor communication, subordinate communication, organizational integration, media quality, horizontal communication, communication climate, personal feedback, organizational/ corporate Information, and personal feedback, each showed significant positive correlations with military personnel's job satisfaction.

In summary, The correlation analysis indicates a significant positive relationship ($p < .01$) between job satisfaction and communication satisfaction among military personnel within the Ethiopian Ministry of Defense (EMoD). Effective communication is instrumental in cultivating a positive organizational climate, clarifying roles, and fostering cooperative dynamics between personnel and leadership. According to Pincus (1986), employees who perceive organizational communication as transparent and responsive report higher job satisfaction, driven by reduced uncertainty and increased engagement. In structured institutions like the EMoD, where clarity and timely feedback are crucial, communication satisfaction significantly contributes to job satisfaction. These findings underscore the strategic importance of effective communication in sustaining employee motivation and organizational commitment (Clampitt & Downs, 1993).

Discussion

This study correlation analysis result indicates a statistically positive relationship ($p < .01$) between job satisfaction and communication satisfaction among military staff of EMoD. Also, the findings of this study align with Yirgalem (2022), An assessment of communication satisfaction at the Ethiopian Postal Service Enterprise, while also supporting broader empirical evidence demonstrating communication satisfaction's significant impact on both job satisfaction

and performance outcomes (Allen et al., 2018; Tourish, 2020). The study finding reveals that job satisfaction is a significant relation on the EMoD internal communication satisfaction.

4.7. The Relationship between Supervisor/Subordinate Communication Dimensions and Communication Satisfaction

The study examines the relationship between supervisor-subordinate communication dimensions and communication satisfaction within the hierarchical structure of the Ethiopian Ministry of Defense (EMoD).

Supervisor Communication

In the survey communication satisfaction questionnaire (Questions 27, 29, 22, 36, and 41) were included to examine whether relationships between supervisory communications have an effect on communication satisfaction. These questions measure how willing and comfortable military personnel are in initiating upward communication with their supervisors.

Table 15 shows the results of the Pearson correlations, which shows a statistically significant positive association between job satisfaction and supervisor communication ($r = .390$, $p < .01$). This correlation result indicates that military staff that experience more frequent and effective communication with their supervisors have a tendency to report higher levels of job satisfaction and communication satisfaction.

Subordinate Communication

Similarly, in the survey communication satisfaction questionnaire (Questions 46, 47, 48, 49, and 50) were prepared to assess subordinate communication, specifically focuses on how satisfied military personnel are with two-way (upward and downward) communication with their supervisors. From the study participant to fill the survey questionnaire, 32 directorate directors, and directors participated.

As shown in the above table 15, the relationship between job satisfaction and communication with subordinates showed a positive correlation ($r = .307$), but the correlation was not statistically significant ($p = .087$). However, the direction of the correlation indicates that

improved communication with subordinates could be linked to greater job satisfaction; the result does not meet the conventional threshold for statistical significance ($p < .05$).

In summary, the communication satisfaction is positively and significantly associated with the quality of interactions between supervisors and subordinates. This includes communication through both formal channels such as official directives and structured meetings and informal channels, such as casual conversations and unofficial feedback. The results suggest that effective communication across these various levels and modes contributes meaningfully to overall communication satisfaction within the EMoD.

4.8. The Relationship between Communication Satisfaction and Military Rank

Research Question Two: Is there a significant difference between communication satisfaction and military rank groups?

The aim of research question two was to examine the relationship between military rank and the level of communication satisfaction among the military staff of the Ethiopian Ministry of Defense (EMoD). To examine the relationship, the researcher employs cross-tabulation analysis, ANOVA, and post hoc comparisons.

Table 15: Cross-tabulation analysis between military rank and the level of communication satisfaction in the past six months

Rank * In the past 6 months, what has happened to your level of communication satisfaction? Crosstabulation					
Count					
		In the past 6 months, what has happened to your level of communication satisfaction?			Total
		Gone Up	Stayed the same	Gone down	
Rank	Senior officers	19	8	10	37
	Junior officers	36	40	27	103
	Other ranks	28	17	16	61
Total		83	65	53	201

Table 16: A cross-tabulation analysis examines the relationship between military rank and the level of communication satisfaction among military personnel of the Ethiopian Ministry of Defense (EMoD) over the past six months. Among senior officers ($n = 37$), 51.4% ($n = 19$) said their communication satisfaction had gone up, 21.6% ($n = 8$) indicated stayed the same, and 27%

(n = 10) responded gone down. For junior officers (n = 103), 35% (n = 36) responded gone up, 38.8% (n = 40) responded stay the same, and 26.2% (n = 27) responded gone down in communication satisfaction. Among military personnel in other ranks (n = 61), 45.9% (n = 28) responded that their satisfaction has gone up, 27.9% (n = 17) said it has stayed the same, and 26.2% (n = 16) responded gone down.

Furthermore, to examine whether there was a statistically significant relationship between communication satisfaction and military rank, a one-way analysis of variance (ANOVA) was conducted, followed by post hoc comparisons to identify specific group differences.

Table 16: ANOV test between Military rank and communication satisfaction

ANOVA					
Overall communication satisfaction					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	10471.113	2	5235.557	5.626	.004
Within Groups	184258.260	198	930.597		
Total	194729.373	200			

The ANOVA results in Table 17 show a statistically significant difference in overall communication satisfaction among the rank groups ($F(2, 198) = 5.626, p = .004$). This ANOVA test result shows that the mean communication satisfaction scores are not equal across between military rank groups.

Table 17: Post hoc comparisons between Military rank and communication satisfaction

Dependent Variable: communication satisfaction						
Bonferroni						
(I) Rank	(J) Rank	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Senior officers	Junior officers	19.454 [*]	5.847	.003	5.34	33.57
	Other ranks	16.308 [*]	6.357	.033	.96	31.66
Junior officers	Senior officers	-19.454 [*]	5.847	.003	-33.57	-5.34
	Other ranks	-3.145	4.929	1.000	-15.05	8.75
Other ranks	Senior officers	-16.308 [*]	6.357	.033	-31.66	-.96
	Junior officers	3.145	4.929	1.000	-8.75	15.05

*. The mean difference is significant at the 0.05 level.

However, Table 18, post hoc comparisons, shows that senior officers have significantly higher communication satisfaction than both junior officers (mean difference = 19.45, $p = .003$) and other ranks (mean difference = 16.31, $p = .033$). However, there is no significant difference between junior officers and other ranks (mean difference = -3.15, $p = 1.000$).

In summary, the cross-tabulation analysis, ANOVA test, and post hoc comparisons results indicates a notable differences in communication satisfaction across military ranks. Senior officers have significantly higher satisfaction levels compared to junior officers and other ranks among military staff of EMoD.

4.9. Analysis of Communication Channels

❖ Research Question 3: Which communication channels are the most effective within the Ethiopian Ministry of Defense.

The primary objective of research question three is to assess the most effective communication channels within the Ethiopian Ministry of Defense

4.9.1. Formal Communication Channel

In the CSQ survey questionnaire, formal communication was assessed through two key communication dimensions: Organizational/ corporate Information and media quality. These dimensions were developed to evaluate whether the amount and quality of information military personnel receive about the ministry's goals, policies, and financial issues, and whether the communication they receive, such as through meetings and emails, is adequate to help them effectively perform their job. Together, these dimensions provide insight into the overall effectiveness of formal communication processes within the EMoD.

Pearson correlation analysis table 15 shows the relationship between job satisfaction and the two dimensions of formal communication: Organizational/ corporate Information and media quality. The correlation analysis also shows that statistically significant positive relationships exist between job satisfaction and both media quality ($r=.360$, $p < .01$) and organizational/ corporate Information ($r=.369$, $p < .01$). Although the result shows that higher quality of communication media and more effective dissemination of corporate information are moderately associated with increased levels of job satisfaction.

Overall, the Pearson correlation analysis shows that formal communication, as represented by organizational information and media quality, has a statistically significant relationship with communication satisfaction among military staff of the EMoD.

4.9.2. Informal Communication Channel

Informal communication conceptualized through two key dimensions horizontal communication and personal feedback. Horizontal communication dimension assesses the extent to which military personnel feel comfortable using informal communication channels to discuss work-related issues with their co-workers. Personal feedback dimension evaluates how frequently and effectively military staffs receive informal, individualized feedback from colleagues or supervisors, which contributes to their sense of recognition, clarity, and interpersonal connection within the ministry.

In the above table 15, a Pearson correlation analysis were conducted to examine the relationship between informal communication dimensions horizontal communication and personal feedback and job satisfaction.

The results in table 15 indicates a statistically significant positive correlation between job satisfaction and personal feedback ($r=.409$, $p < .01$), shows that military staff who receive more consistent and meaningful feedback tend to report higher job satisfaction.

Additionally, horizontal communication was also significantly and positively correlated with job satisfaction ($r=.292$, $p < .000$), indicating that effective peer-to-peer communication contributes to a more satisfying work environment among military staffs of EMoD.

The correlation analysis data reveals that the effectiveness of formal communication methods such as official reports, briefings, and memos alongside unstructured interactions like peer conversations and informal exchanges is critical in influencing military personnel's perceived satisfaction with the communication. The significant positive relationship indicates the necessity of promoting both formal and informal communication practices to improve organizational communication satisfaction within military staff of EMoD.

Over all, the correlation analysis shows that both formal and informal communications are statistically significantly ($p < 0.01$) related to communication satisfaction among military staff of EMoD.

Furthermore, in order to identify the most effective communication channel within the EMoD, as a military organizational, the researcher conducted an in-depth qualitative interview. This method was chosen to gain detailed insights into communication practices and preferences from individuals directly involved in the organizational communication.

Interviewee 1 further said:

*“The interaction between military staff and superiors, as well as between military personnel and immediate superiors, is critical. Military staff and the military directorate general's and other staff's internal communication is very timely, and the communication is done according to the level of rank. The communication way is from high rank to lower rank, and feedback or reports are from lower rank to higher rank.”*³

Similarly, *“Internal communications of military staffs are strict; communication in the military staff is done according to the rank level. Also, military staff must use the military protocol to communicate with each other,”* said the interviewee 2.⁴

Overall, the comprehensive analysis of both quantitative data processed using SPSS and qualitative data gathered through in-depth interviews indicates that formal communication channels are the most effective within the Ethiopian Ministry of Defense (EMoD), reflecting its military organizational structure. The statistical results from SPSS reveal a significant preference among personnel for structured communication methods. Concurrently, thematic analysis of the interview data underscores the alignment of formal channels with established hierarchical protocols. In summary, formal channels of communication such as official briefings, written directives, and communication through the chain of command are the most effective within the EMoD.

³ Interviewee - 1

⁴ Interviewee - 2

4.10. Communication Barriers

❖ Research Question 4: What are the key barriers that affect effective communication within the Ethiopian Ministry of Defense?

The aim of research question four is to identify and analyze the primary barriers affecting effective communication within the Ethiopian Ministry of Defense.

According to Smith (2018) and Jones et al. (2020), effective organizational communication is often impeded by several recurring challenges, such as misaligned goals, language barriers, inflexible hierarchical structures, cultural differences, and limitations in technological infrastructure.

In this study, among the dimensions of communication assessed, the SPSS data analysis shows that communication climate ($M = 4.856$) and organizational/ corporate Information ($M = 4.842$) indicated the lowest mean scores. Although both scores remain above the acceptable threshold of 4.0, they indicate relatively lower levels of satisfaction in these areas, suggesting a need for focused improvement efforts. The comparatively low scores in communication climate and organizational/ corporate Information highlight these dimensions as critical concerns, potentially acting as key barriers to overall communication satisfaction within the organization.

On the other hand, to identify the primary communication barriers, the survey questionnaire included an open-ended item question no. 9 which asked ("In the past 6 months, what has happened to your level of satisfaction?" If you have any reason for the answer you give to the above question in terms of communication, please write it down here.). This question no. 9 was designed to gather qualitative insights into the specific factors influencing military personnel communication satisfaction, providing a deeper understanding of the perceived barriers within the EMoD.

The military personnel indicated that their level of communication satisfaction has remained the same and a decline in their communication satisfaction over the past six months responses are summarized as follows:

Military staffs emphasized that trust levels between military personal have remained consistent. Additionally, military staffs pointed to the hierarchical nature of military relationships, where communication is typically structured and determined by military rank and protocol. Difficulty concentrating on current circumstances, which hinders their ability to fully comply with directives from superiors of the military staff. Additionally, the relationship between military personal such as subordinates and superiors is characterized as rigid and hierarchical, resembling a military structure, resulting in insufficient upward communication to senior leaders. Furthermore, study participants indicated occasional issues with clarity and confidentiality in communications between the military rank groups.

Overall, the military personnel emphasized that trust among staff remained constant, but also noted that the structured and hierarchical nature of military relationships significantly shaped communication dynamics. Communication in the military is mainly governed by rank and formal protocols, which can hinder open dialogue and the free exchange of information.

Military personnel also stated that the rigid chain of command often results in limited upward communication. This lack of upward feedback impairs superiors' ability to accurately gauge the concerns and suggestions of subordinates. Moreover, military personnel described challenges in concentrating on current operational tasks due to unclear directives, and they highlighted issues related to message clarity and the safeguarding of confidentiality across different ranks.

These insights align with broader literature on organizational communication barriers. Johnson (2019) explains that strict organizational hierarchies can obstruct transparency and impede the flow of information between different administrative levels. Such structural rigidity can marginalize personnel, suppress feedback, and ultimately diminish organizational effectiveness.

Accordingly, military protocols such as a hierarchical command structure, strict adherence to formal procedures, established customs, and an inflexible organizational hierarchy are respected and necessary within military organizations like the Ethiopian Ministry of Defense (EMoD). However, these structural elements do not inherently constitute barriers to effective internal

communication. Instead, the primary obstacles lie in the absence of a well-established internal communication system and the lack of modern communication technologies.

4.11. Determinant (Predictor) of Communication Satisfaction from Dimension of Communication

To identify the strongest determinant (predictor) of communication satisfaction from eight dimensions of communication, a multiple linear regression analysis was conducted with communication satisfaction as the dependent variable and dimensions of communication as independent variables.

Table 18: Multiple linear regression analysis

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.609	.902		2.892	.008		
	Supervisor Communication	-.243	.135	-1.341	-1.798	.085	.041	24.314
	Subordinate Communication	.142	.058	.814	2.429	.023	.203	4.915
	Organizational Integration	.126	.058	.800	2.165	.041	.168	5.962
	Media Quality	-.139	.098	-.845	-1.423	.168	.065	15.421
	Horizontal Communication	-.003	.071	-.015	-.038	.970	.153	6.546
	Communication Climate	.213	.111	1.230	1.920	.067	.056	17.960
	Personal Feedback	-.002	.059	-.012	-.029	.977	.120	8.358
Organizational/ corporate Information	-.136	.076	-.902	-1.782	.088	.089	11.187	

a. Dependent Variable: In the past 6 months, what has happened to your level of communication satisfaction?

Table 19 presents a multiple linear regression analysis among the independent variables. Communication climate and supervisor communication showed relatively high standardized beta coefficients ($\beta = 1.230$ and $\beta = -1.341$, respectively), suggests a potential influence on communication satisfaction. However, their corresponding p-values ($p = 0.067$ and $p = 0.085$) exceeded the conventional significance threshold of 0.05. As a result, their effects were not statistically significant within the model and thus cannot be considered reliable predictors.

In contrast, organizational integration shows a significant positive effect on communication satisfaction, with a standardized beta coefficient of $\beta = 0.800$ and a statistically significant p-value ($p = 0.041$). While this indicates a meaningful contribution to the model, its predictive strength was slightly lower than that of subordinate communication.

Subordinate communication emerged as the strongest and most statistically significant predictor of communication satisfaction. It recorded the highest standardized beta coefficient ($\beta = 0.814$) among all predictors, along with a p-value of 0.023, which confirms its significant and positive impact.

In summary, subordinate communication was the strongest determinant (predictor) of communication satisfaction among military staff communication of the EMoD. Subordinate communication the determinant (predictor) of communication satisfaction reveals that open, respectful, and responsive communication between subordinates and superiors plays an important role in creating perceptions of communication accomplishment within the EMoD.

4.3. Interview Analysis

Summary of In-Depth Interview with Interviewee

In the interview, the EMoD senior military personnel described how they communicate with the ministry's directors and with military staff regarding the ministries or any information. Most of the ministry's main directorates and directorates use different communication methods.

In this regard the interviewee 2 said:

*“The Ethiopian Ministry of Defense regular communication channels differ from department to department and directorate to directorate according to their task and mission. However, most directorates use face-to-face communication, such as letters, email, internal meetings, and intercoms.”*⁵

On the other hand, the ministry's internal communication satisfaction and job satisfaction are not measured.

“The ministry's internal communication is not measured yearly or monthly at the organization ministry level. However, military internal communication is critical because of day-to-day internal communication is non-leave-like other organizations. Daylily internal communication is critically evaluated” said the interviewee 1.⁶

⁵ Interviewee - 2

⁶ Interviewee - 2

With regard to the level of military staffs' communication and job satisfaction in an organization and the impact of military staff's communication and job satisfaction on the work environment both interviewee 1 and 2 described as follows:

Interviewee 1 said *“As I am military staff of EMoD and as a military person, internal communication is very good and clear, and timely and appropriate internal communication is applied in the ministry. Additionally, military internal communication and job satisfaction are interrelated and very essential. Without internal communication, job satisfaction does not come. However, if the internal communication is not done appropriately, as military ethics dictate, the communication falls apart, and military staff are also not satisfied in their jobs.”*⁷

Further, interviewee 2 underlines *“Internal communication satisfaction in the ministry is essential for the military staff because without communication satisfaction no job satisfaction in military organizations. I am very satisfied with our internal communication, and this internal communication satisfaction makes me feel I am satisfied with my military job. Also, I am proud of what I work for myself and for my country.”*⁸

On the other hand, both interviewee 1 & 2 described *“To improve communication satisfaction, the ministry must apply up-to-date communication methods including digital communication that helps internal communication. Additionally, create strong two-way communication methods from higher ranks to lower-ranked officers and from lower ranks to higher-ranked officers.”*⁹

In summary, both of the interviewee 1 & 2 military personnel of EMoD explained the diverse communication methods employed within the EMoD, noting that regular channels vary by department and typically include face-to-face interactions, letters, emails, internal meetings, and intercoms, all associated with task and mission requirements. Despite the importance of internal communication in the military context, satisfaction with these communications and job satisfaction are not systematically measured at the ministry level. Communication is highly structured and rank-based, flowing downward from senior officers and upward through feedback, strictly adhering to military protocols. Both interviewee 1 and 2 emphasized the critical link between effective internal communication and job satisfaction, asserting that clear,

⁷ Interviewee - 1

⁸ Interviewee - 2

⁹ Interviewee - 1&2

timely, and appropriate communication fosters a positive work environment and pride among military staff of EMoD. They further suggested that enhancing communication satisfaction requires modernizing communication tools through digital means and developing strong two-way communication channels between all military hierarchical levels.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The objective of the study was to investigate the level of communication satisfaction and dimensions of communication that influence communication among military staff at the Ethiopian Ministry of Defense.

The study employed a quantitative survey research method. The researcher collected data by using a systematic random sampling technique. Communication satisfaction questionnaire (CSQ) was employed with 201 study participants from different rank groups, which included senior officers, junior officers, and other ranked officers. In-depth interviews were conducted for triangulation using a purposive sampling method.

The major findings of the study were:

- ❖ According to the study result, the military staff's level of communication satisfaction in the past six months, 83 military personnel (41.3%) responded that their communication satisfaction had gone up, and in contrast, 53 military personnel (26.4%) indicated that their satisfaction had gone down. The mean value of the result communication satisfaction of the study showed that the overall mean score across all dimensions is 5.074, which marginally exceeds the conceptual midpoint and shows a generally moderate level of communication satisfaction among the military staff of EMoD.
- ❖ Another key finding of the study, there are significant differences in communication satisfaction across military rank group of EMoD. Senior officers have significantly higher levels of satisfaction compared to junior officers and other ranks.
- ❖ The SPSS statistics results show that, of the 201 study participants, 60.0% of the military personnel of EMoD are satisfied in their jobs. However, the other 31.3% of military personnel are experiencing dissatisfaction in their jobs.

- ❖ Based on the correlation analysis a significant positive relationship between job satisfaction and communication satisfaction. Specifically, supervisor communication, organizational integration, media quality, communication climate, personal feedback, and organizational/ corporate information all demonstrated statistically significant positive correlations with job satisfaction ($p < .01$).
- ❖ Similarly, the correlation analysis result shows that there is a statistically significant positive correlation between communication satisfaction and supervisor, subordinate, formal, and informal communications.
- ❖ On the other hand, formal channels of communication such as official briefings, written directives, and communication through the chain of command are the most effective within the EMOd.
- ❖ Finally, the study revealed that communication from the subordinate communication dimension is the most significant factor (predictor) of communication satisfaction.

5.2. Recommendations

Based on the findings of the study, the researcher would like to suggest the following recommendations.

- ❖ Similarly, over the past six months, a significant portion of military staff have experienced declining communication satisfaction. To address this, the EMoD should focus on improving key communication dimensions, including transparency, feedback mechanisms, and information accessibility.
- ❖ In addition, the mean communication satisfaction score indicates that military staff experiences moderate satisfaction levels with current internal communication practices. To enhance the EMoD organizational internal communication effectiveness, the ministry should implement targeted strategies including structured communication training programs, regular interdepartmental forums, systematic feedback mechanisms, leadership communication workshops, and digital communication platform upgrades.
- ❖ Equal communication satisfaction across different military rank groups is significant for military organizations. However, senior officers are more satisfied compared to junior and other ranked officers. Therefore, the EMoD should give special attention and work on it to ensure and improve the communication satisfaction of junior and other ranked officers.
- ❖ Additionally, to address communication barriers within the Ethiopian Ministry of Defense (EMoD), it is recommended that the organization adopt a more flexible and adaptive internal communication system and incorporate modern communication technologies. These measures are essential for enhancing information flow, fostering mutual understanding, and promoting effective internal communication among military personnel.
- ❖ Finally, to improve communication satisfaction, subordinate communication is a strong predictor, and the EMOD should encourage open communication channels and mediums to communicate the lower- and other-ranked military personnel to their supervisors and create upward/downward communication channels and feedback mechanisms.

5.3. Directions for Further Research

Further research should apply the theory to a larger sample size and population (including both military staff and civilian employees) in the Ethiopian Ministry of Defense, including the Ethiopian Ground Force, Ethiopian Air Force, Ethiopian Navy, and other special operations forces. Additionally, future studies could explore different theoretical frameworks related to internal organizational communication satisfaction and job satisfaction, which may reveal other dimensions of analysis and contribute to a more comprehensive model.

REFERENCES

- Abdulkhamidova, F. (2021). Herzberg's Two-Factor Theory. Research Proposal: American University in the Emirates.
- Adams, J. (2020). Communication weaknesses in modern organizations. *Journal of Organizational Communication*, 25(3), 123–145.
- Alberts, D. S., & Hayes, R. E. (2003). Power to the Edge. *CCRP publication series*.
- Amanuel G. (2013). *Development and Validation of a Hybrid Measure of Organizational Communication Satisfaction*. Doctoral thesis of Literature and Philosophy, University of South Africa.
- ANSARI, S. (2019). An evaluation of the employee motivation based on two-factor theory (A study of selected Nepalese organizations).
- Babbie, E., & Mouton, J. (2012). *The practice of social research*. Cape Town: Oxford University Press.
- Bahru, Z. (2001). *A History of Modern Ethiopia* (2nd Ed.). London: James Currey. p. 115.
- Baker, K. A. (2003). *Organizational communication. Management Benchmark Study*.
- Boyd, J. R. (1976). *Destruction and creation*. U.S. Army Command and General Staff College.
- Buzuayehu G. (2019). *Employees' Organizational Communication Satisfaction: Jimma Zone Government Communication Affairs Office*.
- Cabrido, R. N. L., & Cuevas-Rañada, M. D. (2020). The Impact of Communication Satisfaction in the Organizational Commitment of the Employees in the Department of Public Works and Highways Region X.
- Caston, R. J., & Braitto, R. (1985). The worker-to-job "fit" hypothesis: Some further evidence. *Work and Occupations*, 12(3), 269-283.
- Choi, W., & Jacobs, R. L. (2011). Influences of formal learning, personal learning orientation, and supportive learning environment on informal learning. *Human Resource Development Quarterly*, 22(3), 239-257.
- Clampitt, P. G., & Downs, C. W. (1993). Employee perceptions of the relationship between communication and productivity: A field study. *The Journal of Business Communication* (1973), 30(1), 5-28.

- Clark, W. K. (1975). *Military contingency operations: The lessons of political-military coordination* [Doctoral dissertation, US Army Command and General Staff College]. Defense Technical Information Center.
- Cochran, W. G. (1977). *Sampling Techniques* (3rd ed.). Wiley.
- Cornish, P. (2004). Network-centric warfare, the revolution in military affairs, and the UK. *Journal of Military and Strategic Studies*, 6(3), 1–25.
- Creswell, JW (2009). *Research design: quantitative, qualitative and mixed methods approaches*, 3rd edition, Sage Publications, California.
- Crino, M. D., & White, M. C. (1981). Satisfaction in communication: An examination of the Downs-Hazen measure. *Psychological reports*, 49(3), 831-838.
- Dandeker, C. (2003). The military in democratic societies: New roles for armed forces in the age of terrorism. *International Affairs*, 79(1), 125–138. <https://doi.org/10.1111/1468-2346.00297>
- Davenport, R., & Harris, M. (2018). Technological Barriers to Effective Organizational Communication. *Journal of Communication Technology*, 12(4), 211–230.
- Desa A, YusooFF F, Ibrahim N, Ba'yahAbdKadir N, and Ab Rahman RM (2014). A study of the relationship and influence of personality on job stress among academic administrators at a university. *Procedia-Social and Behavioral Sciences*, 114: 355-359. <https://doi.org/10.1016/j.sbspro.2013.12.711>
- Downs, C. W. (1988). Communication and organizational outcomes. In G. M. Goldhaber & G. A. Barnett (Eds.), *Handbook of organizational communication* (pp. 171–212). Ablex Publishing.
- Downs, C. W., & Adrian, A. D. (2004). *Assessing organizational communication: Strategic communication audits*. New York: The Guilford Press.
- Downs, C.W. and Hazen, M.D. (1977). A factor analytic study of communication satisfaction. *Journal of Business Communication*, 14 (3): 63-73. F
- Dupuy, T. N. (1987). *Understanding war: History and theory of combat*. Paragon House.
- FDRE Constitution (1995). The 1995 Ethiopian constitution (English and Amharic version) p, 32. The 1995 Ethiopian constitution (English and Amharic version).pdf
- Federal Negarit Gazetta (1996). Defense Forces Proclamation. Proclamation No. 271996 p, 146. Defense Forces Proclamation. Proclamation No. 271996.pdf

- Federal Negarit Gazette (2019). Federal Negarit Gazette, Defense Forces Proclamation, Proclamation No.1100 /2019, Proclamation-No.-1100-2019-Defense-Forces-Proclamation.pdf
- Fikru, N, (2014). *Organizational communication satisfaction: The case of Oromia regional state government communication affairs bureau*. Unpublished master's thesis), Addis Ababa University, Addis Ababa, Ethiopia.
- Garnett, J. L. (1992). Coping with rumors and grapevines: Tactics for public personnel management. *Review of Public Personnel Administration*, 12(3), 42-49.
- GOLDHABER, G. M. (1993). *Organizational Communication: Dubuque: Brown and Benchmark*.
- Goldhaber, Gerald Martin (1990). *Organization Communication*. 5th ed. Dubuque, IO: n.p., Web.
- Gravetter, FJ &Forzano, LB (2012). *Research studies for behavioral sciences*. 4th edition. Belmont, CA: Wadsworth.
- Gray, J. and Laidlaw, H. (2004). "Improving the measurement of communications satisfaction", *Management Communication Quarterly*, Vol. 17 No. 3, pp. 425-448,
- Greenbaum, H. H., Clampitt, P., & Willihnganz, S. (1988). *Organizational communication: An examination of four instruments*. *Management Communication Quarterly*, 2(2), 245-282.
- Guffey, M. E., Loewy, D., & Griffin, E. (2021). *Business Communication Process and Product, Brief Edition*. Cengage Canada.
- Hammond, G. T. (2019). *The mind of war: John Boyd and American security*. Smithsonian Institution Press.
- Hargie, O., Tourish, D., & Wilson, N. (2002). Communication audits and the effects of increased information: A follow-up study. *The Journal of Business Communication* (1973), 39(4), 414-436.
- Harrison, M. (2010). *A Lonely Kind of War: Forward Air Controller, Vietnam*. Xlibris Corporation.
- Hecht, M. L. (1978). Hecht. michael I. measures of communication satisfaction, human communication research, 4: 4 (1978: summer) p. 350. *Human Communication Research*, 4(4), 350.
- Herzberg, F. (1959). *The motivation to work*. Wiley.

- Huntington, S. P. (1981). *The soldier and the state: The theory and politics of civil–military relations*. Harvard University Press.
- Jacobs, M. A., Yu, W., & Chavez, R. (2016). The effect of internal communication and employee satisfaction on supply chain integration. *International Journal of Production Economics*, 171(1), 60-70.
- Janowitz, M. (2017). *The professional soldier: A social and political portrait*. Simon and Schuster.
- Johnson, D. W. (2019). *Organizational communication: Structure, strategy, and success*. Boston, MA: Academic Press.
- Jones, D. (2002). The interpretive auditor. Reframing the communication audit. *Management Communication Quarterly*, 15(3) 466-471.
- Jones, L., Ahmed, R., & Chen, Y. (2020). *Barriers to effective workplace communication: A global perspective*. Oxford University Press.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376–407. <https://doi.org/10.1037/0033-2909.127.3.376>
- Judhajt Sen. (2024). *A Guide to Formal Communication vs. Informal Communication*. <https://prezentium.com/formal-vs-informal-communication/>
- Kalla, H. K. (2005). Integrated internal communications: A multidisciplinary perspective. *Corporate Communications: An International Journal*, 10, 302–314.
- Kamasak, R., & Bulutlar, F. (2008). The impact of communication climate and job satisfaction in employees' external prestige perceptions. *YönetimveEkonomi*, 15(2), 133-144.
- Katz, L., & Koenig, T. (2016). *Enhancing feedback mechanisms in organizations*. Harvard Business Review, 78(5), 89–102.
- Keegan, J. (2011). *War and our World*. Vintage.
- Keyton, J. (2005). *Communication and Organizational Culture: A key to understanding Work Experience (2nd ed.)*. Newbury Park, CA: Sage Publication, Inc., USA.
- Kiflemariam, B. W. T. D. A., & Muraya, P. (2019). *The Effect and Correlates of Communication on Job Satisfaction at Don Bosco Secondary Schools, in Ethiopia*.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques (2nd ed.)*. New Delhi: New Age International (P) Ltd.

- Leslie, B., Aring, M. K., & Brand, B. (1998). Informal learning: The new frontier of employee & organizational development. *Economic Development Review*, 15(4), 12.
- Mahmud, N., Zulfikri, N. K. M., Ismail, I., & Miskam, Z. (2020). Barriers to effective communication in an organization: A case of selected multinational company in Malaysia. <https://www.researchgate.net/publication/342148338>
- Mazzei, A. (2010). Promoting active communication behaviors through internal communication. *Corporate communication*, 15(1), 221-234.
- Men, L. R. (2021). Evolving research and practices in internal communication. *Current trends and issues in internal communication: Theory and practice*, 1-18.
- Mengesha, G. and Common R., (2006). *Civil Service Reform in Ethiopia: Success in two ministries*. Centre for Management and Organisational Learning Business School, University of Hull, Cottingham Road, Hull, HU6 7RX United Kingdom Email: r.k.common@hull.ac.uk ISBN: 1-90203-456-2
- Miller, C., & Wilkinson, E. (2018). Clarity in organizational communication: A conceptual framework. *Journal of Business Communication*, 42(3), 301–318.
- Mladenović, M. & Krstić, B. (2021). Barriers and measurement of work/life balance of managers and other employees, *Economics of Sustainable Development*, 5(1), 23-31.
- Moskos, C. C. (1976). *Peace soldiers: The sociology of a United Nations military force. (No Title)*.
- Myers, R., & Myers, D. G. (1982). *Communication and coordination in organizations*. McGraw-Hill.
- Nakra, R. (2006). Relationship between communication satisfaction and organizational identification: An empirical study. *Vision*, 10(2), 41-51.
- NATO. (2017). *Allied Joint Doctrine for the Conduct of Operations (AJP-3)*. NATO Standardization Office.
- Orpen, C. (1997). The interactive effects of communication quality and job involvement on managerial job satisfaction and work motivation. *The Journal of Psychology*, 131(5), 519-522.
- Osinga, F. P. B. (2007). *Science, strategy and war: The strategic theory of John Boyd*. Routledge.
- Ostroff, C. (1992). The relationship between satisfaction, attitudes, and performance: An organizational level analysis. *Journal of Applied Psychology*, 77(6), 963–974. <https://doi.org/10.1037/0021-9010.77.6.963>

- Pardee, R. L. (1990). *Motivation Theories of Maslow, Herzberg, McGregor & McClelland. A Literature Review of Selected Theories Dealing with Job Satisfaction and Motivation.*
- Peramatzis, G., & Galanakis, M. (2022). Herzberg's motivation theory in workplace. *Psychology*, 12(12), 971-978.
- Perham, Margary (1969). *The Government of Ethiopia (2nd Ed.)*. London: Faber and Faber.
- Pincus, J. D. (1986). Communication satisfaction, job satisfaction, and job performance. *Human communication research*, 12(3), 395-419.
- Rainey, H. G. (2009). *Understanding and managing public organizations (4th ed.)*. Jossey-Bass.
- Rajhans, K. (2012). Effective organizational communication: A key to employee motivation and performance. *Interscience Management Review*, 2(2), 81-85.
- Ramlan, S., Abashah, A., Abu Samah, I., Abd Rashid, I., & Wan Muhamad Radzi, W. (2018). The impact of language barrier and communication style in organisational culture on expatriate's working performance. *Management Science Letters*, 659-666. doi: 10.5267/j.msl.2018.4.025
- Roberts, M. (2019). Information overload in the digital age: Causes and solutions. *Information Sciences*, 55(2), 87–104.
- Roy, G. (2021). Downward Communication: Is a Top-Down Approach the Best Option? Retrieved from Sortlist: <https://www.sortlist.com/blog/downwardcommunication/>
- Saunders, M., Lewis, P. and Thornhill A., (2009). *Research Methods for Business Students*, 5th ed. Pearson Education Limited.
- Scott, C. R., Connaughton, S. L., Diaz-Saenz, H. R., Maguire, K., Ramirez, R., Richardson, B., ... & Morgan, D. (1999). The impacts of communication and multiple identifications on intent to leave: A multimethodological exploration. *Management Communication Quarterly*, 12(3), 400-435.
- Shockley-Zalabak, P. (2009). *Fundamentals of organisational communication: Knowledge, sensitivity, skills, values (7th Ed.)*. Boston, MA: Pearson Education
- Smith, A. (2018). *Foundations of organizational communication*. McGraw-Hill Education.
- Smith, J. (2018). The Impact of Goal Misalignment on Organizational Communication. *Journal of Organizational Behavior*, 20(4), 455–472.
- Smith, R. (2012). *The utility of force: The art of war in the modern world*. Penguin UK.

- Soeters, J., Winslow, D. J., & Weibull, A. (2006). Military culture. In G. Caforio (Ed.), *Handbook of the sociology of the military* (pp. 237–254). Springer.
- Stevanović M. and Gmitrovic A. (2016). Importance and Role of Internal Communication in Organizations. *Applied Mechanics and Materials*, Vol. 830 pp 302-307 Trans Tech Publications, Switzerland doi: 10.4028/www.scientific.net/AMM.830.302, online: 2016-03-03.
- Tariku, Y. (2022). *The Red Book: The Political Foundation of the Ethiopian National Defence Forces under the EPRDF*. *Ethiopian Journal of the Social Sciences and Humanities*, 18(2), 31-58.
- Tiwari, S. (2022). Upward Communication – Definition, Types and Advantages. Retrieved from Digiiaide: <https://digiiaide.com/upwardcommunication/>
- TkalacVerčić, A., SinčićĆorić, D., & PološkiVokić, N. (2021). Measuring internal communication satisfaction: validating the internal communication satisfaction questionnaire. *Corporate Communications: An International Journal*, 26(3), 589-604.
- Tompkins P K & Wanca-Thibault M (2001). Organizational Communication: Prelude and Prospects, In F. M. Jablin& L. L. Putman (Eds.), *The New Handbook of Organizational Communication: Advances in Theory, Research and Methods*, (pp. xvii-3), Sage Publications, Inc., London.
- Van Riel, C. B. M., & Fombrun, C. J. (2007). *Essentials of corporate communication: Implementing practices for effective reputation management*. Routledge.
- Weitz, R. (2009). *Global Security Watch—Russia: A Reference Handbook*. Bloomsbury Publishing USA.
- Wimmer, R. D., & Dominick, J. R. (2003). *Mass media research: An introduction* (7th ed.). Belmont, CA: Thomson/Wadsworth.
- Wimmer, R. J. (2006). *Mass Media Research: An Introduction*. 9th ed. USA: Thomson
- Wrench, J. S., Punyanunt-Carter, N., & Ward, M. (2015). *Organizational communication: Theory, research, and practice*. Flat World Knowledge, Incorporated.
- Yirgalem, T. (2022). *An assessment of Communication Satisfaction at the Ethiopian Postal Service Enterprise*. A Thesis Submitted to Addis Ababa University School of Journalism and Communication in Partial Fulfillment of the Requirements for the Degree of Masters of Art in Public Relations and Strategic Communication, Addis Ababa.

Appendix

Appendix 1: Communication Satisfaction Questionnaire (CSQ)

Addis Ababa University

School of Media and Communication

Communication Satisfaction Questioner

Research Title: - Investigation into Communication Satisfaction among Military Staff at Ethiopian Ministry of Defense

Dear respondents:

I am currently pursuing my Postgraduate Degree in School Of Journalism And Communication Department Of Public Relations And Strategic Communication in Addis Ababa University, as partial fulfillment towards the completion for the MA Degree.

This Investigation into Communication Satisfaction among Military Staff at Ethiopian Ministry of Defense Questionnaire: Designed to explore military personal satisfaction with communication practices within Ethiopian (EMoD) HQ. Hence, I kindly request you to respond for this questioner while assuring you that the information that you provide will be treated with confidentiality and shall only be used for the purpose of this academic survey research.

I would also like to remind you that your fair and impartial feedback will make this survey study a very successful. These questioners were designed for only for the EMoD Military Staff.

Please read the instructions carefully and answer the questions in the order they are presented.

If you require any further information about this study, or have problem in completing this questionnaire, please contact me by the following address:

Mulugeta Kassaw

Email: mullaykassaw@gmail.com

I would be grateful for your cooperation and timely response to this survey.

General Information

1. What is your sex? **A.** Male **B.** Female
2. What is your age? **A.** Under 20, **B.** 21-29 **C.** 30-39 **D.** 40-49 **E.** 50-59
F. 60 and above

3. What is your Rank Groups?
A. General /Flag officers **B.** Senior officers **C.** Junior officers **D.** Other ranks
4. How long have you been in your current position?
A. Less than 1 year **B.** 1 – 5 years **C.** 6 –10 years **D.** 10+ years and above
5. How long have you worked for the organization?
A. Less than 1 year **B.** 1 – 5 years **C.** 6 – 10 years **D.** 10+ years and above
6. Please indicate which best indicates your formal education.
A. Did not finish high school **B.** High school **C.** Completed some college,
D. College degree **E.** Post-baccalaureate degree **F.** Doctoral degree
7. How satisfied are you with your job? (Check one)
1. Very dissatisfied
 2. Dissatisfied
 3. Somewhat dissatisfied
 4. Indifferent
 5. Somewhat satisfied
 6. Satisfied
 7. Very Satisfied
8. In the past 6 months, what has happened to your level of satisfaction? (Check one)
1. Gone up
 2. Stayed the same
 3. Gone down
9. If you have any reason for the answer you give for question number 8 in terms of communication, please jot down here. -----

10. Please indicate any barriers that hinder your present job satisfaction. -----

1. Listed below are several kinds of information often associated with a person’s job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by putting √ mark against the number you chose at the right side of the table.

**1 = Very dissatisfied 2 = Dissatisfied 3 = Somewhat dissatisfied 4 = Indifferent
5 = Somewhat satisfied 6 = Satisfied 7 = Very satisfied**

		1 Very dissatisfied	2 Dissatisfied	3 Somewhat dissatisfied	4 Indifferent	5 Somewhat satisfied	6 Satisfied	7 Very satisfied
11.	Information about my progress in my job.							
12.	Personnel news.							
13.	Information about company policies and goals.							
14.	Information about how my job compares with others.							
15.	Information about how I am being judged.							
16.	Recognition of my efforts.							
17.	Information about departmental policies and goals.							
18.	Information about the requirements of my job.							
19.	Information about government regulations affecting the Ethiopian Ministry of Defense (EMoD)							
20.	Information about changes in the Ethiopian Ministry of Defense (EMoD).							
21.	Reports on how problems in my job are being handled.							
22.	Information about employee benefits and pay.							
23.	Information about EMoD financial standing.							
24.	Information about achievements and/or							

failures of the Ethiopian Ministry of Defense (EMoD).								
---	--	--	--	--	--	--	--	--

2. Please indicate how satisfied you are with the following by putting \checkmark mark against the number you chose at the right side of the table.

		1 Very dissatisfied	2 Dissatisfied	3 Somewhat dissatisfied	4 Indifferent	5 Somewhat satisfied	6 Satisfied	7 Very satisfied
25.	Extent to which my managers/supervisors understand the problems faced by staff.							
26.	Extent to which the Ministry's communication motivates me to meet its goals.							
27.	Extent to which my supervisor listens and pays attention to me.							
28.	Extent to which Ministry employees have great ability as communicators.							
29.	Extent to which my supervisor offers guidance for solving job-related problems.							
30.	Extent to which communication in the Ministry makes me identify with it or feel a vital part of it.							
31.	Extent to which the Ministry communications are interesting and helpful.							
32.	Extent to which my supervisor trusts me.							
33.	Extent to which I receive in time the information needed to do my job.							
34.	Extent to which conflicts are handled appropriately through proper communication channels.							
35.	Extent to which the grapevine is active in the Ministry.							

		1 Very dissatisfied	2 Dissatisfied	3 Somewhat dissatisfied	4 Indifferent	5 Somewhat satisfied	6 Satisfied	7 Very satisfied
36.	Extent to which my supervisor is open to ideas.							
37.	Extent to which communication with other employees at my level is accurate and free flowing.							
38.	Extent to which communication practices are adaptable to emergencies.							
39.	Extent to which my work group is compatible to me.							
40.	Extent to which our meetings are well organized.							
41.	Extent to which the amount of supervision given me is about right.							
42.	Extent to which written directives and reports are clear and concise.							
43.	Extent to which the attitudes toward communication at the Ministry are basically healthy.							
44.	Extent to which informal communication is active and accurate.							
45.	Extent to which the amount of communication at the Ministry is about right.							

3. For the next five questions, indicate your satisfaction with the following only if you are responsible for staff as a manger or supervisor.

		1 Very dissatisfied	2 Dissatisfied	3 Somewhat dissatisfied	4 Indifferent	5 Somewhat satisfied	6 Satisfied	7 Very satisfied
46.	Extent to which my staff are responsive to downward-directive communication.							
47.	Extent to which to which my staff anticipate							

	my needs for information.							
48.	Extent to which I can avoid having communication overload.							
49.	Extent to which my staff are receptive to evaluations, suggestions and criticisms.							
50.	Extent to which my staff feel responsible for initiating accurate upward communication.							

51. If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how. -----

THANK YOU!!!

Appendix 2: Communication Satisfaction Questioner (Amharic)

የአዲስ አበባ ዩኒቨርሲቲ የጋዜጠኝነት እና ኮሙኒኬሽን ት/ቤት

የእርስ በእርስ ተግባራት /የኮሙኒኬሽን/ እርካታ መሰብሰቢያ መጠይቅ

በአሁኑ ወቅት በአዲስ አበባ ዩኒቨርሲቲ በጋዜጠኝነትና ኮሙኒኬሽን ፋኩልቲ ትምህርት ቤት ተማሪ ስሆን የሁለተኛ ድግሪ መመሪያ ጽሁፌን በመስራት ላይ እገኛለሁ። ጥናቴም የኢትዮጵያ መከላከያ ሚኒስቴር የወታደር ሰራተኞች የእርስ በእርስ ተግባራት (ኮሙኒኬሽን) እርካታ የሚመለከት በመሆኑ ይህን መጠይቅ በማዘጋጀት ለማስሞላት ወደ ሚኒስቴር መ/ቤቱ መጥቻለሁ ። የጥናቱ ዓላማ በሚኒስቴር መስሪያ ቤታችሁ አሁን ያለውን የእርስ በእርስ ተግባራት (ኮሙኒኬሽን) ስርዓት እና የግንኙነት (ኮሙኒኬሽን) እርካታ በመመርመር የተሻለ የተግባራት (ኮሙኒኬሽን) ሥርዓት እንዲኖር ምክረ ሀሳብ መስጠት ነው።

1. ይህ የሚሰበሰበው መረጃ ከዚህ ጥናት ውጪ ለሌላ ጥናት አይውልም።
2. የመላሾች ማንነት በሚስጥር የሚጠበቅ ነው።
3. የተሰበሰበው መጠይቅ ምላሾች በፍፁም ለሌላ ወገን አይሰጥም ወይም አይተላለፍም።

ለጥያቄዎቹ ሙሉ ትኩረት ሰጥተው በቅንነትና በታማኝነት መጠይቁን ሞልተው እንዲመልሱልኝ እየጠየቅኩ መጠይቁ ላይ ግልጽ ያልሆነልዎት ጥያቄ ካለ ከታች ባለው አድራሻዬ እኔን ማግኘት ይችላሉ።

ውድ ጌዬዎትን ሰተው ይህን መጠይቅ ስለሞሉ በጣም አመሰግናለሁ!

ሙሉጌታ ካሳው ኢሜል: mullaykassaw@gmail.com

አጠቃላይ መረጃዎች

እባክዎ ለሚከተሉት ጥያቄዎች ትክክለኛውን ፊደል በማክበብ መልስዎን ያስቀምጡ።

1. የታ ሀ. ወንድ ለ. ሴት
2. እድሜ ሀ. ከ 20 ዓመት በታች ለ. 21— 29 ሐ. 30-39 መ. 40-49
ሠ. ከ50-59 ሰ. ከ60 ዓመት በላይ
3. እባክዎ የወታደራዊ ማዕረግ ደረጃዎን ያመልክቱ ?
ሀ. ጀኔራል መኮንን ለ. ከፍተኛ መኮንን ሐ. መስመራዊ መኮንን መ.
ባለሌላ ማዕረግ
4. የትምህርት ደረጃዎን ያመልክቱ?
ሀ. ሁለተኛ ደረጃ ያላጠናቀቁ ለ. ሁለተኛ ደረጃ ያጠናቀቁ ሐ. ዲፕሎማ

መ. ዲግሪ

ሠ. የማስተርስ ዲግሪ

ረ. የዶክተሬት ዲግሪ

5. በአጠቃላይ ኢ.ፌ.ዲ.ሪ መከላከያ ሚኒስቴር መ/ቤት ውስጥ ለምን ያህል ጊዜ ሰሩ?

ሀ. ከ 1 ዓመት በታች

ለ. ከ 1-5 ዓመት

ሐ. ከ 6-10 ዓመት

መ. ከ10 ዓመት በላይ

6. አሁን ባሉበት የስራ ደረጃ/መደብ ለምን ያህል ጊዜ ቆዩ ?

ሀ. ከ 1 ዓመት በታች

ለ. ከ 1 - 5 ዓመት

ሐ. ከ 6- 10ዓመት

መ. ከ 10 ዓመት በላይ

7. በስራዎ ያለዎት እርካታ ምን ያህል ነው?

ሀ. በጣም አልረካም

ለ. አልረካም

ሐ. እርካታዬ ዝቅተኛ ነው

መ. ምንም ማለት አልፈልግም

ሠ. በመጠኑ እረካለሁ

ሰ. እረካለሁ

ረ. በጣም እረካለሁ

8. ባለፉት 6 ወራት ውስጥ በአጠቃላይ ከሰራተኞችና ከኃላፊዎችዎት ጋር ያለዎት ተቋማዊ ግንኙነት (ኮሙኒኬሽን) የእርካታ ደረጃዎ ምን ይመስላል?

ሀ. ከፍ ብሏል

ለ. እንደነበረ ነው

ሐ. ቀንሷል

(ወርዷል)

9. ለጥያቄ ቁጥር 8 የመለሱት መልስ ከኃላፊ ወይም ከሌሎች ከሰራተኛ ጋር ካሎት ግንኙነት ጋር በተያያዘ ምክንያት ከሆነ እባክዎት ምክንያቱን በዝርዝር ያብራሩ። -----

10. የስራ እርካታ እንዳይኖርዎት የሚያደናቅፉ ማናቸውም መሰናክሎች ካሉ እባክዎት ምክንያቱን በዝርዝር ያብራሩ። -----

ሀ. ከዚህ በታች የተዘረዘሩት መረጃዎች ከአንድ ሰው የሥራ ሁኔታ ጋር የተያያዙ ናቸው። እባክዎ የእርስዎን የርካታ ደረጃ የሚያመለክተውን ማለትም በእያንዳንዱ አይነት መረጃ መጠን እና/ወይም ጥራት ምን ያህል እርካታ አንዳለዎት የሚያመለክተውን ቁጥር በቀኝ በኩል ✓ ምልክት በማድረግ ያመልክቱ።

1 = በጣም አልረካም

2 = አልረካም

3 = እርካታዬ ዝቅተኛ ነው

4 = ምንም ማለት አልፈልግም

5 = በመጠኑ እረካለሁ

6 = እረካለሁ

7 = በጣም እረካለሁ

		1 በጣም አልረካም	2 አልረካም	3 አርካታዬ ዝቅተኛ ነው	4 ምንም ማለት አልፈልገም	5 በመጠኑ አረካለሁ	6 አረካለሁ	7 በጣም አረካለሁ
11.	በስራዬ ውስጥ ስላለኝ መሻሻል በማገኘው መረጃ							
12.	እኔን ስለሚመለከቱ መረጃዎች በማገኘው መረጃ							
13.	ስለ ድርጅታዊ ፖሊሲዎች እና ግቦች በማገኘው መረጃ							
14.	የሥራ አፈጻጸም ብቃቴን ከሌሎች ጋር ለማወዳደር በማገኘው መረጃ							
15.	ሰዎች ስለእኔ ያላቸውን አተያይ (ግምት) በማውቅበት መረጃ							
16.	በስራዬ ውጤታማ ለመሆን በማደርገው ጥረት በሚሰጠኝ እውቅና							
17.	ስለ ስራ ክፍሌ ፖሊሲዎች እና ግቦች በማገኘው መረጃ							
18.	ለስራዬ ስለሚያስፈልጉ ነገሮች በማገኘው መረጃ							
19.	ከመ/ቤቱ (ከመከላከያ ሚኒስቴር) ስራ ጋር ተያያዥነት ስላላቸው የመንግስት ደንቦች በማገኘው መረጃ							
20.	በመ/ቤቱ (በመከላከያ ሚኒስቴር) ስለሚካሄዱ ለውጦች በማገኘው መረጃ							
21.	ስለ መ/ቤቱ (መከላከያ ሚኒስቴር) ስኬቶች እና ውድቀቶች በማገኘው መረጃ							
22.	በስራዬ ውስጥ የሚጋያጥሙ ችግሮች እንዴት እንደሚስተናገዱ የሚጠቁሙ ሪፖርቶችን በተመለከተ በማገኘው መረጃ							
23.	የሰራተኞችን ጥቅም እና ክፍያን በተመለከተ በማገኘው መረጃ							
24.	ስለ መ/ቤቱ (መከላከያ ሚኒስቴር) ትርፍ እና/ወይም የገንዘብ ሁኔታ በማገኘው መረጃ							

ለ. ከጥያቄ ቁጥር 25 እስከ ጥያቄ ቁጥር 42 ድረስ ላሉት ጥያቄዎች ምን ያህል እንደረከቡ በቀኝ በኩል ባለው ሰንጠረዥ የ ✓ ምልክት በማድረግ በሚከተሉት የኮሙኒኬሽን በትክክለኛው ቁጥር ላይ ምን ያህል እንደረከቡ ያመልክቱ።

		1 በጣም አልረከም	2 አልረከም	3 አርካታዬ ዝቅተኛ ነው	4 ምንም ማለት አልረከምም	5 በመጠኑ አረከለሁ	6 እረከለሁ	7 በጣም አረከለሁ
25.	የበላይና የቅርብ ሀላፊዎቹ ሠራተኞች የሚያጋጥሟቸውን ችግሮች በሚረዱበት ልክ							
26.	የመ/ቤቱን (የመከላከያ ሚኒስቴር) ግብ ከማሳካት አንጻር የመ/ቤቱ የኮሙኒኬሽን አግባብ እኔ ላይ በፈጠረው መነሳሳት							
27.	አለቃዬ እኔን ለማዳመጥ በሚሰጠኝ ትኩረት							
28.	በመ/ቤቱ (በመከላከያ ሚኒስቴር) ውስጥ ያሉ ሰዎች ከግንኙነት አንጻር (ኮሙኒኬሽን) ባላቸው ችሎታ							
29.	ከስራ ጋር የተያያዙ ችግሮችን ለመፍታት የቅርብ ሀላፊዬ በሚሰጠኝ አቅጣጫ መጠን							
30.	የመ/ቤቱ የግንኙነት (ኮሙኒኬሽን) ሁኔታ የመ/ቤቱ አንድ አካል እንደሆንኩ እንዲሰማኝ ከማድረግ አንጻር							
31.	በመ/ቤቱ (በመከላከያ ሚኒስቴር) ውስጥ ለግንኙነት (ለኮሙኒኬሽን) ሥራ ያለው አመለካከት ጤናማነትና ተገቢነት መጠን							
32.	የቅርብ ሀላፊዬ በኔ ላይ ባለው እምነት መጠን							
33.	ስራዬን ለመስራት የሚያስፈልገኝን መረጃ በወቅቱ በምቀበልበት ሁኔታ							
34.	ግጭቶች በተገቢው የመገናኛ መንገዶች በትክክል በሚስተናገዱበት ሁኔታ							
35.	መደበኛ ባልሆነ መንገድ በመሌቱ በሚሰራጭ መረጃ ፍጥነትና ትክክለኛነት ሁኔታ							
36.	የቅርብ ሀላፊዎች የሰራተኞችን ሃሳብ ለመቀበልባላቸው ዝግጁነት							
37.	በእኔ ደረጃ ካሉ ሌሎች ሰራተኞች ጋር በሚደረገው ግንኙነት (ኮሙኒኬሽን) ትክክለኛነት እና ነፃነት መጠን							
38.	የእርስ በእርስ ግንኙነት (ኮሙኒኬሽን)ከድንገተኛ ሁኔታዎች ጋር የሚስማሙበት ልምድ ሁኔታ							

39.	የስራ ቡድኔ ለኔ ባለው ተስማሚነት ሁኔታ							
40.	ስብሰባዎቻችን በሚገባ በተደራጁበት መጠን							
41.	የቅርብ ሃላፊ ለእኔ በሚያደርገው ትክክለኛ የክትትል መጠን							
42.	የተፃፉ መመሪያዎችና ሪፖርቶች ግልጽ እና አጭር በመሆናቸው							
43.	በአጠቃላይ በመ/ቤቴ (በመከላከያ ሚኒስቴር) ያለው መሰረታዊ የእርስ በእርስ ግንኙነት (ኮምንኬሽን) ጤናማ በመሆኑ መጠን							
44.	በአጠቃላይ በመ/ቤቴ (በመከላከያ ሚኒስቴር) በማገኘው የመረጃ መጠን፣ ብቃትና ትክክለኛነት							
45.	በአጠቃላይ በመ/ቤቴ (በመከላከያ ሚኒስቴር) የእርስ በእርስ ግንኙነት (ኮምንኬሽን) ትክክለኛ መጠን							

ሐ. ለሚቀጥሉት ከጥያቄ ቁጥር 43-48 ድረስ ላሉት አምስት ጥያቄዎች እርካታዎን በቀኝ በኩል ባለው ሰንጠረዥ የ ✓ ምልክት በማድረግ በትክክለኛው ቁጥር ላይ ምን ያህል እንደረኩ ያመልክቱ።

ማስታወሻ፡- ከዚህ በታች አምስት ጥያቄዎች የተዘጋጁት ለቅርብ ሀላፊ ወይም ለበላይ ሃላፊዎች ብቻ ነው።
የቅርብ ሀላፊ ወይም የበላይ ሃላፊ ካልሆኑ መጠይቆቹን አይሙሉ (ይለፏቸው)።

		1 በጣም አልረካም	2 አልረካም	3 እርካታዬ ዝቅተኛ ነው	4 ምንም ማለት አልረካምም	5 በመጠኑ አረካለሁ	6 እረካለሁ	7 በጣም አረካለሁ
46.	ከላይ ወደታች የሚወርደውን መመሪያ ተከትሎ ሰራተኞቹ በሚሰጡት ምላሽ መጠን							
47.	ሰራተኞቹ የመረጃ ፍላጎቴን አስቀድመው በሚረዱበት መጠን							
48.	የግንኙነት (ኮሙኒኬሽን) ጫና ከመጠን በላይ እንዳይኖር በማስወገድ መጠን							
49.	ግምገማዎችን፣ ጥቆማዎችንና ትችቶችን ሰራተኞቹ በሚቀበሉበት መጠን							
50.	ከታች ወደ ላይ ትክክለኛ የሆነ ግንኙነት እንዲኖር ሰራተኞቹ በሚሰማቸው የሀላፊነት መጠን							

51. አጠቃላይ ከስራዎ ጋር በተያያዘ በማንኛውም መንገድ ቢቀየር እርስዎን ይበልጥ ሊያረካዎት የሚችል የእርስ በእርስ ግንኙነት (የኮሙኒኬሽን) መንገድ ካለ እባክዎ እንዴት? ለሚለው አስተያየትዎን ይስጡ። -----

እመሰግናለሁ!!

Appendix 3: Communication Satisfaction Interview Questioner

Interview Questioner

1. Could you describe the work that the Ministry has done to fulfill its assigned responsibilities, especially in terms of internal military staffs communication? What is the Ministry's regular communication method?
2. How do the military personals communicate with the Ministry's managers and military staffs about the ministries or any information? Has military staff (personals) satisfaction with internal communication been measured? If military staffs satisfaction with internal communication has been measured before, please explain clearly and in detail how it was measured?
3. In your understanding and perspective, how is the interaction between military staffs and superiors, as well as between military personals and immediate superiors, described? Could you explain it to me clearly and in detail?
4. As military personals, how would you describe the level of military staffs' communication and job satisfaction in an organization? What is the overall impact of military staff's communication and job satisfaction on the work environment?
5. As military personal and military staff, how satisfied are you with your communication with your immediate superior, superior officer, and military personal in the Ethiopian Ministry of Defense? What impact has it had on your work in relation to your satisfaction?
6. What do you believe should be done to improve communication satisfaction?

THANK YOU!!!

የቃል-መጠይቅ

1. ሚኒስቴር መ/ቤቱ የተሰጠውን ሀላፊነት ለመወጣት በተለይም ከሰራተኛ የእርስ በእርስ ተግባራት (ኮሙኒኬሽን) አንጻር የሰራተኛውን ስራዎች ቢገልፁልን? የተቋሙ መደበኛ የግንኙነት (ኮሙኒኬሽን) መንገድ ምንድን ነው?
2. ሰራተኛው የሚኒስቴር መ/ቤቱንም ሆነ ማንኛውንም መረጃ ከሚኒስቴር መ/ቤቱ ኃላፊዎች እና የስራ ባልደረቦች ጋር የሚገናኝበት መንገድ በምንድን ነው? የወታደራዊ ሰራተኞች የውስጥ የእርስ በእርስ ተግባራት (ኮሙኒኬሽን) እርካታስ ተለክቶ ያውቃል? የወታደራዊ ሰራተኞች የውስጥ የእርስ በእርስ ተግባራት (ኮሙኒኬሽን) እርካታስ ከአሁን በፊት ከተለካ በምን ዘዴ እንደተለካ በግልጽና በዝርዝር ቢያብራሩልኝ?
3. በእርስዎ አረዳድ እና እይታ የወታደራዊ ሰራተኞችና የበላይ ሀላፊዎች እንዲሁም የወታደራዊ ሰራተኞችና የቅርብ ሀላፊዎች የእርስ በእርስ ተግባራት እንዴት ይገለጻል? በግልጽና በዝርዝር ቢያብራሩልኝ?
4. እንደ አንድ ወታደር እና የሰራዊት አባል እንደመሆንዎ በሚኒስቴር መ/ቤቱ ውስጥ ያለውን የወታደራዊ ሰራተኞች የእርስ በእርስ ተግባራት (ኮሙኒኬሽን) እርካታ እና የስራ እርካታ እንዴት ይገልፁታል? የእርስ በእርስ ተግባራት /የኮሙኒኬሽን/ እርካታ እና የስራ እርካታ አጠቃላይ በወታደራዊ ሰራተኞች በስራ ሁኔታ ላይ ያለው ተፅእኖ ምንድን ነው?
5. እንደ ወታደራዊ ሰራተኛ በኢ.ፌ.ዲ.ሪ መከላከያ ሚኒስቴር ውስጥ ከቅርብ ሃላፊ፣ ከበላይ ሀላፊና ከሰራተኛ ጋር ያልዎት የእርስ በእርስ ተግባራት (ኮሙኒኬሽን) እርካታ ምን ይመስላል? ከእርካታዎ ጋር ተያይዞ በስራዎ ላይ ያሳደረው ተፅእኖ ምንድን ነው?
6. የእርስ በእርስ ተግባራት (ኮሙኒኬሽን) ርካታን ለማሻሻል ምን መሰራት አለበት ብለው ያምናሉ?

እመሰግናለሁ!!

Appendix 4: List of Interviewees

Interviewee 1: FDRE Ministry of Defense Psychology Building Main Directorate Media Directorate Director

Interviewee 2: FDRE Ministry of Defense Psychology Building Main Directorate Office of Media Directorate Director

Appendix 5: Consent Letter from AAU



ሚዲያና ኮሚውኒኬሽን ትምህርት ቤት
School of Media and Communication

የትምህርት ቤት ኃላፊ
School Head's Office

ቁጥር: 2/ኮ/ት/258/2017

ቀን: መጋቢት 02 ቀን 2017 ዓ.ም

ለ: ኢፌዴሪ መከላከያ ሚኒስቴር
አዲስ አበባ

ጉዳዩ:- ትብብርን ይመለከታል

ተማሪ ሙሉጌታ ካሳው መታወቂያ ቁጥሩ GSE/8508/15 የሆነ በአዲስ አበባ ዩኒቨርሲቲ ጋዜጠኝነትና ኮሙኒኬሽን ት/ቤት በሕዝብ ግንኙነትና ስትራቴጂክ ኮሙኒኬሽን ት/ክፍል በማታወ የትምህርት መረጃ ግብር የሦስተኛ ዓመት ማስተርስ ተማሪ ሲሆን በአሁኑ ወቅት Investigation into Communication Satisfactor among Military Staff at Ethiopian Ministry of Defense". በሚል ርእስ የመመረቂያ ጥናቱን እየሰራ ይገኛል።

ስለሆነም ጥናቱን በተገቢው መልኩ እንዲያከናውን በእናንተ በኩል መረጃዎችን በመስጠት ትብብር ይደረግለት ዘንድ በአክብሮት እንጠይቃለን። ስለምታደርጉለት መልካም ትብብርም በቅድሚያ እናመሰግናለን።

ከሰላምታ



አብዱልከዘዝ ዲ.ገ (ዶ/ር)
የጋዜጠኝነትና ኮሙኒኬሽን ት/ቤት ኃላፊ



+251-11 1 22 38 09

SJC@aaU.edu.et

SEEK WISDOM, ELEVATE YOUR INTELLECT, AND SERVE HUMANITY

Appendix 6: Consent Letter from Ethiopian Ministry of Defense



የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ
 መከላከያ ሚኒስቴር
 ስነ-ልቦና ግንባታ ዋና ዳይሬክቶሬት
 The Federal Democratic Republic of Ethiopia
 Ministry of Defence
 Psychology Building Main Directorate

ቀን 24/7/2017
 Date

ቁጥር 1024.2/ፕሥ33/1/01/ቀ/ደ/17
 Ref. No.

**ለአዲስ አበባ ዩኒቨርሲቲ የሚዲያና ኮሚኒኬሽን ትምህርት ቤት
 አዲስ አበባ**

ጉዳዩ:- ትብብር የተደረገ መሆኑን ስለማሳወቅ ይመለከታል

የአዲስ አበባ ዩኒቨርሲቲ በጋዜጠኝነትና ኮሙኒኬሽን ት/ቤት በህዝብብ ግንኙነትና ስትራቴጅክ ኮሙኒኬሽን ትምህርት መርሃ ግብር የሦስተኛ ዓመት የማስተርስ ተማሪ የሆኑት ሙሉጌታ ካሳው መረጃዎችን በመስጠት ትብብር እዲደረግላቸው በቁጥር ጋ/ኮ/ት/2581/2017 በቀን መጋቢት 2/2017 ዓም በተፃፈ ደብዳቤ መጠየቁ ይታወቃል።

ስለሆነም ተማሪ ሙሉጌታ ካሳው ጥናቱን ለማከናወን መረጃ በመስጠት ትብብር ያደረግንላቸው መሆኑን በአክብሮት እናሳውቃለን።

ከሰላምታ ጋር



አባተ ንጋቱ
 ኮ/ል
 የመከላከያ ሚዲያ ስራዎች
 ዳይሬክቶሬት ዳይሬክተር ተወካይ

ስልክ	011 124 96 61	ፖ.ሣ.ቁ.	1373	ፋክስ	011 124 95 52	አዲስ አበባ - ኢትዮጵያ
Tel.	011 124 96 15	P.O.Box		Fax		Addis Ababa - Ethiopia

Appendix 7: Ethiopian Ministry of Defense Military Rank Groups

Table 19: Military Rank Group of Commissioned and Non-Commissioned Officers (NCOs) Of EMoD

Rank Group	Commissioned Officers (Army)	Non-Commissioned Officers (NCOs) (Army)
Junior officers	Second-Lieutenant	Lance-Corporal;
	Lieutenant	Corporal
	Captain	Sergeant
Senior officers	Major	Master Sergeant
	Lieutenant-Colonel	First Sergeant
	Colonel	Staff Sergeant Major;
General (Flag officers)	Brigadier-General	Command Sergeant Major
	Major-General	Junior Warrant Officer
	Lieutenant-General	Senior Warrant Officer
	Genera	Master Warrant Officer
	Field Marshall	

Source: Federal Negarit Gazette (2019).