



Addis Ababa University

School of Journalism and Communication

Specialty in Public Relations and Strategic Communications

**Assessment of Organizational Communication Practice: The Case of Ethio-
Telecom Communication Division**

**By
Selam Mulugeta**

**June, 2022
Addis Ababa, Ethiopia**

**ASSESSMENT OF ORGANIZATIONAL COMMUNICATION PRACTICE:
THE CASE OF ETHIO-TELECOM COMMUNICATION DIVISION**

**A Thesis Submitted to the School of Journalism and Communication
Presented in Partial Fulfillment of the Requirements for the Degree of Master
of Arts Degree in Public Relations and Strategic Communications**

ADVISOR: SAMSON MEKONNEN (Ph.D.)

June, 2022

Addis Ababa Ethiopia

DECLARATION

I, Selam Mulugeta Abuhay hereby declare that this research thesis entitled Assessment of Organizational Communication: The Case of Ethio-Telecom Communication Division is my original work and all sources have been accurately acknowledgment. In addition, I have never submitted this document to Addis Ababa University or any other university for academic credit, in its entirety or part.

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Advisor's Name

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Date

Internal Examiner's Name

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ACKNOWLEDGMENTS

In the first place, I praise Almighty God and Holy Mary for everything that has been done since the beginning, then, I would like to acknowledge that the success of my MA is a result of individual and institutional contributions.

My heartfelt gratitude goes to my advisor Dr. Samson Mekonnen for his unreserved cooperation and commitment to providing me with constructive advice. His cooperation was incalculable indeed, and he played a vital role in shaping my thinking towards the right path of knowledge.

Second, I would like to say acknowledge my friends Shambel and Zerihun for being an inspiration in my life. Special thanks also go to my younger brother, Alemayehu Tegabu, for showing me the true meaning of brotherhood. I am indebted to my friends Ewentu, Antenh, and Metages providing me with wonderful peer comments and criticisms.

My sincere thanks also go to Ethio-Telecom's communication division professionals, specialists, and directors at the communication unit of Ethio-Telecom were very helpful in providing me with all the relevant information for this study (especially Mrs, Fasil).

ACRONYM AND ABBREVIATION

AAU	Addis Ababa University
Ads	Advertisements
AU	Africa Union
CD	Communication Division
CCO	Communication Chief Officer
CEO	Communication Executive Officer
CMC	Computer-Mediated Communication
CSR	Corporate Social Responsibility
CUGs	Closed User Groups
E-mail	Electronic Mail
IM	Instant Message
PRs	Public Relations
SMS	Short Message Service

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ABSTRACT

The present study aimed to assess the practice of organizational communication (OC) at Ethio-Telecom Communication Division. A qualitative research approach was employed with the use of a case study research design. Purposive sampling was used to select ten communication employees of the corporation whose jobs are directly related to the profession. Communication tools or materials produced and disseminated online by the corporation's communication and public relations department were also taken as the main source of data for the study. The instruments of data collection were in-depth interviews, document analysis, and non-participant observation. The data were presented and analyzed using a method of content and thematic analysis. The main findings of the study indicated that Ethio-Telecom used organizational communication directions which include directing actions, coordination and linking, relationships, explaining organizational cultures, inter-organizational linking, presenting an organizational image, and generating and promoting ideas and values. Ethio-Telecom used technology in an encouragingly effective way due to its move towards utilizing CMCs for organizational communication practice. The organizational communication instruments used by Ethio-Telecom were advertising, email, website, banner, poster, Broachers, outdoor ads, social media (Facebook, Telegram, Youtube, Instagram Whatsapp, Twitter, and LinkedIn), Telephone, mainstream media (TV and Radio), press release and face to face communications. Lack of collaborative work, lack of professionalism, and communication or Public relations duties being ignored were identified as the challenges of practicing organizational communications in Ethio – Telecom. Conclusions are drawn based on the major findings and due recommendations are also forwarded.

Keywords: Communication, Organizational Communications, Public relations, Computer-Mediated Communication, and digital communication

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Communication is an inevitable aspect of human nature so much so that individuals, small groups, societies, and other human entities of the world operate under its wing (Masresha, 2020). In this regard, a group of Californian psychologists claimed at the end of the 1950s that "individual cannot communicate". Despite the fact that communication is the cornerstone of social life, maintaining and establishing relationships with stakeholders both the internal and external to a corporation that are important to a corporation's success is only possible with the quality of cement that joins together all of the building practices (McCroskey, 2005).

In this study organizational communication is taken as often perceived because of sending and receiving of messages among interrelated individuals within a specific environment or setting to realize individual and customary goals. Individuals in organizations exchange messages through face-to-face, written, and mediated channels (Masuku, 2012). In that regard, the researcher found it imperative to assess how Ethio-Telecom practices organizational communication within its communication division through the use of different communication organizational directions to communicate with the public.

Organizational communication is the exchange of information and contacts that occur between the departments and units of an organization, as well as the environment in which the organization operates and accomplishes its objectives (Ince, 2011). From the definition, the researcher understands organizational communication is a social process that includes an exchange of ideas, beliefs, and information within the organization and its employees. These ideas, beliefs, and information are necessary to achieve the organization's vision, missions, and goals. According to (Margolis, 2021) organizational communication practices are the behaviors and actions of an organization. In organizational communication practices, the values and ideals in an organization's culture are transformed into practical actions and

movements that keep the organization running efficiently and more importantly, on an upward trajectory in business.

Organizational practices are strongly influenced by both the internal and external environments of the organization (Verbeke, 2000). Because of this, they are in a constant state of evolution and can be modified relatively more easily than values. Developing organizational practices take place through socialization to teach new members how to fit in with the environment (Karahanna, 2005). On the other hand, understanding how successful organizations operate will enable a practitioner to better manage the communication system of a given organization. Better communications are essential for improving organizational communication practices. It involves exchanging information necessary for coordinating activities among various members of an organization, whether it is small or large, local or international, actual or virtual (Smith, 2008).

In Ethiopia, as well as around the world, organizational communication is practiced. It utilizes the strengths of one communication practice to offset the weaknesses of others (Hackley & Kitchen, 1998), as organizational communication incorporates, integrates, and synergizes elements of all communication tools. Because of its merits, many companies around the world have implemented OC without hesitation. The study and practice of OC has been widespread in most advanced English-speaking countries, including the United States, United Kingdom, Australia, and New Zealand, since the beginning of the twentieth century. Furthermore, several rapidly developing Asian countries, including India, Indonesia, Taiwan, Thailand, and Malaysia, are adopting the concept of OC in their industries, thus making these global organizations even more competitive. As part of their entire organizational practice process, particularly their marketing communication programs, Ethiopian business organizations and Ethiopians in particular are obliged to use the concept of OC (Masresha, 2020).

1.2. Statement of the Problem

Currently, organizational communication has not only become more challenging and varied but it has also become a crucial factor for overall organizational success (Bizuwork, 2020). Directions are crucial elements that are undertaken by a company, which can enhance its overall performance to enhance a better practice of organizational communication (Keyton, 2005). Since Ethio-Telecom has the oldest public telecommunications operator (PTO) in Africa, promoting telecommunications nationally and on the continent of Africa requires effective organizational communication practices with motivated employees (<https://www.ethiotelecom.et/history/>). According to (Davis, 2010), a successful organizational communication practice involves understanding and acting on the message sent between employees, which may require directing, supervising, monitoring, and leading on the part of the manager, and also an effective organizational communication practice within the communication division is vital, because if there is no communication within the organization, everyone may do what they think is "right" which is relative and sometimes can result in harmful effects.

Communication is the backbone that makes an organization successful and what's more, this study was conducted to examine the assessment of organizational communication in the corporation of Ethio-Telecom communication division to improve the practice of organizational communication within the organization. The researcher has observed and come to recognize from comments and complaints that the organizational communication practice of the Ethio-Telecom within the organization was dilatory. In connection with this, a study on the practice of organizational communication was conducted by (Shiferaw, 2014) he reported that more than half the number of employees was dissatisfied with the organizational communication practice of the Ethiopian airlines. His findings indicated that the communication practice was ineffective due to a lack of trust among employees. The employees were found to be complaining about a lack of praise (motivating workers). However, he reported that there was organized organizational communication practice, and increased teamwork in their work through communication networks in the corporation.

Another study on the effectiveness of organizational communication on employees' motivation was conducted by Bizuwork (2020) & Tenaw (2021) also conducted a study on assessing the practice of organizational communication in enhancing the work effectiveness of employees at the Ethiopian Police University College and the Ethiopian Ministry of Revenue. The findings showed that the Ethiopian Police University College and the Ethiopian Ministry of Revenue did not practice effective organizational communication through the communication channels, and the practice did not motivate the employees. As a result, the message, directives, and information that come from top management for employees were inconsistent. The information that came from departments was also not clear and consistent. The managers were unable to provide regular feedback to their employees.

It can be seen that the previous studies have addressed the assessment of organizational communication effectiveness on employee motivation and engagement. However, this study aims to examine organizational communication practices in the communication division of the Ethio-Telecom. Furthermore, all the previously reported studies have used mixed methodologies; while the present study used a qualitative method to collect and analyzed data. Since it was an assessment of organizational communication practices. It aimed at assessing the corporate communication directions and organizational communication practices.

1.3. Research Questions

1. What are the organizational communication directions that are used in the Ethio-Telecom's communication division?
2. Which instruments of organizational communication are used in the Ethio-Telecom's communication division?
3. To what extent are communications technologies used for the effectiveness of organizational communication practice in the Ethio-Telecom communication division?
4. What are the challenges of practicing organizational communications in Ethio-Telecom communication division?

1.4. Objective of the Study

The study has the following general and specific objectives.

1.4.1. General Objectives

The general objective of this study is to assess the practice of organizational communication in the Ethio-Telecom's communication division.

1.4.2. Specific Objectives

More specifically, the study aims:

1. To identify the organizational communication directions that are used in the Ethio-Telecom's communication division
2. To identify instruments of organizational communication used in the Ethio-Telecom's communication division.
3. To determine the degree to which communication technologies are used to ensure effective organizational communication practice in the Ethio-Telecom's communication division.
4. To find out the challenges of practicing organizational communications in Ethio-Telecom's communication division.

1.5. Significance of the Study

The study may provide an understanding of the practice of organizational communication in the Ethio-Telecom communication divisions. It would suggest possible solutions that enhance effective organizational communication practice for Ethio-Telecom communication division employees to achieve the goals of the organization. The study would also be important to deliver the necessary research outputs to the top management of Ethio-Telecom to achieve the future objectives of the corporation through effective organizational communication practice. Besides this, the study may be valuable to any individual interested in the practice of organizational communication in the Ethio-Telecom Corporation. Moreover, the study hopefully adds knowledge to the existing literature on the effective implementation of organizational communication practice. Finally, the findings of this study can serve as a springboard for further research tins the area of organizational communication.

1.6. Scope of the Study

The scope of this study was limited to the Ethio-Telecom communication division with a focus on the year 2022. Thematically, this study was focused on assessing the practice of organizational communication in the Ethio-Telecom communication division. Among many aspects, the study was confined to assessing the practice of how organizational communication practice in the workplace and implementing the ideals of the corporation from a variety of perspectives or parameters. It was particularly focused on the Ethio-Telecom communication division. The researcher has been working on the corporation and hence hoped to get full cooperation and assistance from the communication experts, public relations professionals, and other related field employees.

1.7. Limitations of the study

A single research project cannot cover all aspects of organizational communication. Organizational communication is a vast and complicated area of study in the context of organizational communication practice. As a result, this study focused on only the most important aspects of organizational communication practice in Ethio-Telecom Communication Division. The conclusion is drawn, thus, may not apply to all branches and offices and aspects of organizational communication practices of the Ethio-Telecom.

1.8. Organization of the Thesis

The thesis is organized into five chapters for convenience and logical presentation of the study. Chapter one deals with the introduction, background of the study, statement of the problem, research objectives, and questions, scope and significance of the study, and the limitations of the study. Chapter two is all about the review of related literature and theoretical framework. Chapter three presents and discusses the research methodology. Presentation and analysis of data are included in chapter four. Chapter five covers a summary of the purpose and method along with the major findings of the study. What is more, conclusions are drawn based on the findings followed by due recommendations in this chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Organizational Communication

2.1. Conceptual Framework

In this chapter, it is clearly stated that the purpose of this study is to assess organizational communication, namely in the telecom communication division. As we can see in human life, communication is a very important skill, occurring in every aspect of human interaction. Humans are social beings who depend on one another and are independent, as well as interconnected to others in their surroundings. Therefore, organizational communication is a combination of two terms called organization and communication: communication is a process of creating and sharing information between communication participants, and organization is a group of individuals arranged to achieve organizational goals; the members of that group should communicate with each other to achieve those goals. Due to this, communication enables people in the organization to communicate with each other and achieve their goals (Blazenaite, 2012).

2.2. Definitions of communication

According to Greenberg in (Winarso, 2018) the idea of organizational communication becomes fundamental for individuals within an organization in conditions where communications within an organization become essential to creating a common understanding of what information is presented to them and for creating satisfaction for people who do it. Corporate, social, and personal satisfaction are all determined by the ability of people to communicate clearly to others, about their work, what they want, and what they believe.

Communication can be defined by (Greenberg, 2011) as the act of a person, group, or organization (sender) conveying one type of information (message) to another person, group, or organization (recipient) if communication within the organization becomes essential to create a common understanding of the information presented to one another.

Generally, communication is the most vital element of any organization, as, without communication, the organization would only be a group of men, material, and processes that would be ineffective. Therefore, organizational communication practice effectiveness depends on the quality of communication; communication sustains the organization. In addition to integrating various subunits, communication facilitates the exchange of information of value acquired from the environment to various departments, groups, and individuals (Gedamu, 2015). As the organization grows, communication becomes more critical, so existing communication systems need to be adjusted according to the shape, size, performance, location, and services that the organization offers (Kondalkar, 2006). Regarding the above definitions thus, different authors write about communications definitions in different ways, even though they all aim to define communication for the success of organizations because effective communication leads to effective managers, and effective employers build successful organizations.

2.3. Organizational Communication Directions

In this study, the researcher wants to integrate the concept of organizational communication directions with the practice of organizational communication by taking the Ethio-Telecom communication division as a case study. Because communicating effectively must be an integral part of how people work together and coordinate efforts to achieve the goal. Moreover, communication objectives can help to create mutual understanding or to change perceptions and even human behavior. Communication serves a much broader purpose in organizations. According to (Greenberg, 2011) communication objectives serve at least eight critical functions; in their book organizational behavior, the following is stated.

2.3.1. Directing Actions

Directing action means communicating with others so that they react in the desired manner, so managers must communicate with their subordinates to tell them what to do, give them feedback on their performance, discuss problems with them, encourage them, and so on. However, in management concepts directing action is denied, throughout the life cycle of an organization, which refers to a process or technique of instructing, encouraging, guiding, counseling, overseeing, and leading people towards the achievements of organizational goals (Juneja, 2015). In directing action, managers act as leaders and give instructions to their employees by motivating, overseeing, guiding, and communicating with them. Thus, the directing function

involves direction-setting, communication, and leadership. As well as giving instructions, directing involves supervising employees while they are doing work, motivating them to do their jobs more efficiently, and guiding them to achieve organizational goals (Mahajan, 2020). His writer explains the following importance of directing as follows.

- ✓ **To initiate action:** - as employees in an organization, work begins when their supervisors give those orders and directions. In this directing function, the supervisors guide the activities of the workers towards the organizational goals, and if it is successfully performed, it results in a unity of direction and accomplishment of the organization's goals.
- ✓ **Integrate employee efforts:** - an organization has a large number of employees working at various levels and in a range of job positions, though the employees may differ in the authority level they have and the job assignments they have, all jobs in the organization are similar since they are all working in one organization.
- ✓ **Means of motivation:** - directing is not just about passing orders and instructions to employees, but also about motivating them for their best performance. It makes employees feel close to the organization and cheers them to perform at their best and also it helps in motivating employees to contribute their maximum efforts towards achieving organizational goals.
- ✓ **Bring stability and balance to the organization:** - managing always tries to establish organizational balance. When employees are working at different levels, they develop different attitudes and the directing function ensures a balance between their attitudes.
- ✓ **To facilitate change:** - many employees delay accepting the changes. However, through the directing function, the changes can be implemented more easily, as while giving directions, seniors guide them.

2.3.2. Coordination and Linking

(Greenberg, 2011) Coordination and linking is “a pattern of behavior in which assistance is mutual and two or more individuals, groups, or organizations work together toward shared goals

for their mutual benefit". For organizations to function effectively, individuals and groups must coordinate efforts and activities, and communication facilitates this. The term coordination means synchronizing the efforts of different departments to reduce conflicts, because coordination is essential and failure to coordinate might lead to departments working in directions that are not coordinated or at different times, resulting in conflict. Therefore, the coordination function allows a coordinated effort to achieve a common goal. In an organization, all departments must function as a cohesive unit to maximize performance. According to (Kral, 2007) coordination can be defined as "integrating or linking together different parts of an organization to accomplish a common goal" or "integrating or linking together different resources to accomplish a common goal". Coordination is an interdisciplinary subject with two primary disciplines contributing to it; organizational studies, including all elements of management (including human resources, operations, and marketing management), and computer science, including related fields like information technology. Therefore, as the name implies, coordination is the unity, integration, and synchrony of efforts by group members to achieve unity of action in pursuit of common goals, which means that coordination and linking are crucial for effective and efficient communication practices within organizations.

2.3.3. Building relationships

The development of interpersonal relationships requires communication. Building friendships and promoting trust requires skillful communication. Using technology for social networking can help facilitate a pleasant workplace environment. However, such opportunities are often prohibited because they interfere with employees' job performance. Although all interpersonal relationships are unique in their way, they share basic characteristics. According to (Greenberg, 2012, p.406), building relationships within an organization requires many relationships. Among these are psychological contracts and trust, which are important to the building of relationships.

Psychological contracts involve a person's perceptions and expectations about the mutual obligations in an employment relationship (or any other relationship for that matter). These examples illustrate the psychological contract a person has with them and their expectations about it. As people form relationships, they form expectations about what these relationships will be like, for example, if you leave a message for a friend, you expect her to return your call. As well as not being written on paper, psychological contracts play a critical role in many aspects of

organizational behavior, such as how individuals work together or against each other. Psychological contracts can be classified as transactional, relational, and balanced, depending on (Greenberg, 2012, p.408). The transactional contract is an informal expectation between two individuals whose relations are exclusively economic and of relatively brief duration, whereas, the relational contract is an informal expectation between two individuals whose relationships are personal and close finally, balanced contracts combine the open-ended, long-term aspects of relational contracts with the well-defined rewards and performance conditions of transactional contracts.

Trust is when one person (a trustor) makes himself or herself vulnerable to another (a trustee) based on positive expectations of the trustee. In other words, trust is the level of confidence one person has in the words and actions of another. Trust can be classified into three types: calculus-based trust, identification-based trust, and swift trust.

2.3.4. Explaining organizational culture

An organization's culture is composed of the attitudes, values, norms, and expectations of its members, it is a collection of basic assumptions about an organization that is widely accepted by its members. By communicating with others, employees come to understand how their companies operate, what is valued, and what matters most to people. In other words, they learn about the culture of their organizations. An organization's culture is characterized by a set of six core characteristics valued by its members collectively.

- **Sensitivity to others:** - before today, the culture at ups was rigid and inflexible concerning customer needs. With some arrogance, it operated how it thought was best and forced customers to adjust to its ways.
- **Interest in new ideas:** - they have traditionally received extensive orientation programs to ensure that they know exactly what to say and what to do to guests. In most cases, the behavior is scripted to hire people who can bring a fun-loving orientation to their job.
- **Willingness to take risks:** - It is the culture of some companies, such as the bank of America, to make only the safest investments for customers.

- **The value placed on people:** - Some companies consider their employees as valuable only insofar as they contribute to production, much as they view machinery. Such organizations, where people do not feel valued, are considered to have toxic organizational cultures.
- **The openness of available communication options:-** at some companies, such as Yahoo!, employees are expected to make decisions freely and to communicate with whoever is needed to get the job done even if it means going right to the way.

The effectiveness and efficiency of organizations must know their culture because knowing the culture of an organization involves understanding the attitudes, behaviors, and values of its employees. This makes it easier for the organization to develop and solve its many problems, and also for the employees, throughout their daily duties.

2.3.5. Inter-organizational linking

The communication between people is not limited to the members of their organization, but also with representatives of other organizations. This allows companies to coordinate their efforts toward achieving mutual goals, such as joint ventures. As the set of all the ties linking one organization to another becomes a distinguishing identity of that organization, this set of ties is made up of all the organizations that interact with it effectively or potentially. Therefore, an inter-organizational linking is the set of all the organizations linked by a specific type of relationship, established by finding the ties in between all of them (Fujimoto, 2004).

Thus, the links are often formally established and governed, and they are often goal-directed, rather than occurring by chance. Whole linking or networks (i.e., consciously formed, organized, goal-directed networks) will facilitate health improvement. Multi-organization networks or linking often require the collective action of multiple organizations to provide effective care; they differ from serendipitous networks whose formation and evolution are primarily the result of dyadic connections between social actors and which generally share no common theme or goal (Janice K. Popp, 2014). A company's inter-organizational linking is essential to its success, especially regarding the coordination, control, and performance potential of that company. However, how these links relate to one another is one crucial factor that determines the organization's efficiency and effectiveness.

According to (Garbett, 1988) a conceptual framework for the coordinating, controlling, and performing of inter-organizational interactions must balance a diverse set of dimensions, including both formal and informal inter-organizational relationships. Inter-organizational linkage is linked between diverse groups of organizations as the name indicates, and coordination is a crucial factor in the success of organizational practice. Since individuals within an organization are in charge of a wide range of functions, inter-organizational linkage is essential. A line manager, through coordination and linking, can avoid potential conflict among employees, duplication of work, reduce wastage, and save scarce. Synchronization and harmonization of different employees and departmental activities assume importance in achieving the desired organizational objectives.

2.3.6. Presenting an organization's image

The organization sends messages about itself to broad groups of people. For example, they publish information about their products and services to attract prospective customers. These forms of communication are designed to communicate certain images of themselves to wide groups of people. A corporate image is a collection of "shared meaning, attitudes, knowledge, and opinions of organizational stakeholders as they are shaped at least in part by organizational communications". In other words, an image is what the organization projects, and it is what is perceived or interpreted by others. Organizational images are made and maintained by both internal and external stakeholders at the same time. While the organization is actively attempting to project a particular image of it, stakeholders are creating perceptions of that organization (Massey, 2015).

Images of organizations emerge from dialogue between organizations and stakeholders, not simply from one-way communication that is factor results in the desired perception in the mind of the target audience (Erdem, 2013). Due to the dialogical nature of organizational images, organizations should strategically communicate with stakeholders to foster certain images and discourage others. Moreover, the company image portrayed needs to be as realistic as possible; and it is of great importance to select and promote those characteristics that fit with the company's strategic plans.

It is defined as people's loose associations and perceptions of an organization, which represent their overall mental reactions to it, the way they view it, and their judgments about it. Therefore, Organizational image is composed of people's loose associations and perceptions of an organization, as well as their knowledge and opinions about it. Today we have a very competitive market where services and companies within the same industry are becoming increasingly alike (Andreassen & Lindestad, 1998). Competition through the delivery of service is often difficult because service cannot be measured as to how it is performed. Customers now expect higher quality products, brand loyalty, good after-sale service, and facilities. Therefore, the objectives of building good service quality and a strong corporate image are to create relative attractiveness and retain customers.

2.3.7. Generating, promoting ideals and values

The role of communication is to generate ideas and share them efficiently. For instance, when people brainstorm with one another, communication helps generate new ideas. There are many organizations that "stand for something" and have purposes that must be communicated effectively. For example, the purpose of the National Organization for Women (NOW) is to help women participate fully in society. Communication is important for this mission to reach people, be understood, and, in the end, be accomplished.

The concept of idea generation (ideation) is crucial to the design and marketing of new products, marketing strategy, and the creation of effective advertising copy. The process of generating new ideas is a critical component of the front end of new product development, often referred to as the fuzzy front end, and is widely recognized as the most valuable leverage point for a company. For developing as well as implementing great strategies, it is imperative that great ideas are generated, which includes knowledge gathering and creative idea generation techniques, sample polling, discovery sessions, and brainstorming to help generate ideas that help to support brand development (Toubia, 2006 P. 425).

A new product's development requires advanced idea generation techniques and promotional mix elements. In case organizations seeking to develop new methods and techniques for enhancing their current product line or businesses launching new products largely benefit from the services of idea generation, which in turn creates new business ideas for brands. Knowledge gathering

and creative idea generation techniques, sample polling, discovery sessions, and brainstorming are used to develop ideas that support brand development. Idea generation techniques are vital for new product development. The services of idea generation, which in turn provides new generation business ideas to the brands, are valuable to organizations in need of improving their current product lines or businesses launching new products (Toubia, 2006).

2.4. The Role of Technology; Computer Mediated Communication

Computer-Mediated Communication is defined as a process through which information is created, distributed, and received that aids in communication, such as being able to encode, decode, and transmit messages through telecommunications technologies (Anil Kumar, 2017). As well as any human interaction that occurs over a digitally-based medium and it is a form of communication that relies on computer technology, such as e-mail and instant messages.

On the other hand (December, 1997) CMC is “a process of human communication via computers, involving people, situated in particular contexts, engaging in processes to shape media for a variety of purposes”. Therefore, Computers are a means of communication because computers can interact directly with humans, for example in data visualization. So data communication is transmitting data that has value and is formed in digital code, while the role of the technology in data communication is a means of data communication both as a source of information and transmission and as a connector and communication can occur if there is also a similarity in the language format.

In his book entitled "Organizational Behavior," (Greenbreg, 2011) notes that distinguishing between different forms of computer-mediated communication can be done by comparing how communication occurs in synchronous or asynchronous ways.

2.4.1. Synchronous Communication Techniques

As a result, synchronous communication techniques are a form of communication in which the parties can send and receive messages simultaneously. One of the main elements of synchronous computer-mediated communication techniques is video-mediated communication, which describes conferences in which people can hear and see each other via computers. Nowadays, it is common for people to work together even if they are physically located in different places.

This is because technology is being used to bring people closer together, allowing people to share information in real-time regardless of their geographical location.

2.4.2. Asynchronous Communication Techniques

Whereas, asynchronous communication techniques are a form of communication in which the parties must send and receive messages sequentially. Among asynchronous communication techniques, e-mail and instant messaging are the most popular. It is not common for public relations researchers to conduct rigorous studies of new technologies. While trade journals have covered the range of technologies used in public relations, they have done so in an anecdotal and unsystematic way. Additionally, the terms new /technologies, emerging technologies, computer-mediated technologies, and so forth have been used in organizational communication studies, public relations studies, and mass media-new technologies research, sometimes without a clear definition. Among the interactive and computer-mediated technologies used by public relations professionals are electronic mail, electronic bulletin boards, interactive floppy diskettes, interactive video discs, World Wide Web pages, online databases, online media; monitoring systems, satellite teleconferencing, and virtual reality (Johnson, 2012)

On the organizational communication side, researchers have started studying how new technologies affect organizational communication. Traditionally, organizational communication research analyzed how communication varied across different kinds of organizations. As a result of the new method, organizational communication has become more effective, convenient, and affordable too, It is thus vital to examine not only organizational communication itself but also areas of research that examine the impact it has had on organizational effectiveness. As a result, the new technologies or computer-mediated communications own their influences and benefits in public relations and organizational communication (Leonardi, 2008).

2.4.2.1.E-mail

E-mail refers to a system whereby people use personal computer terminals to send and receive messages between one another using the internet. Additionally, it is the preferred way of communicating facts, such as the information necessary to coordinate efforts between individuals and workgroups. Brief, factual messages (e.g., about schedule changes) and announcements (e.g., about forthcoming events) are popular uses of e-mail.

An email is an essential form of communication for covering a wide geographical area without substantially expanding physical space since it allows for the virtual implementation of some operations. Additionally, it enables greater employee interaction through electronic means. As a result of e-mail's advantages (low cost, rapid communication, and ease of use) and its "technological neutrality," the potential distortions in communication caused by differences in profession, gender, or race between the parties involved are minimized (Quaresma, 2013). These days, it is common for people and organizations to work in different locations, communicating via electronic means to create projects, generate innovation, solve complex organizational problems, propose new organizational strategies, create new services, or manage projects.

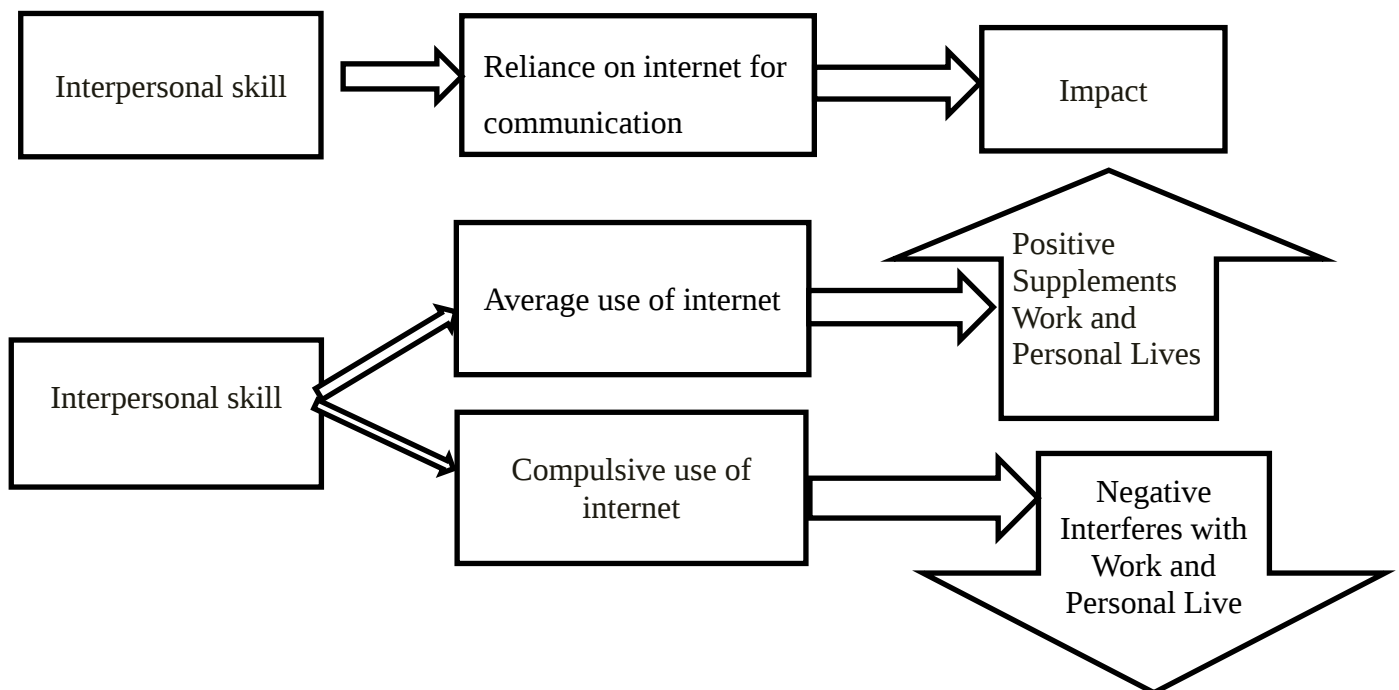
An email has its benefits and drawbacks. One positive is that it is an effective way of communicating with colleagues or customers and a phone call or meeting requires all parties to schedule time, whereas an asynchronous email can be sent and received whenever the parties can do so, making it more likely that communication will occur. On the other hand, an email has grown rapidly in popularity, less personalized communication has taken place, such as sales and service workers sending automated emails to prospective clients to contact them and confirm their purchases; and workgroup members prefer to email a colleague instead of walking across the office to interact personally (Bosamia, 2013).

2.4.2.2. Instant message

As another form of asynchronous communication, instant messaging has recently become very popular. It refers to the practice of exchanging messages with another online by typing them into boxes that appear on a screen. The instant message (IM) has become one of the most important applications on the Internet, and people use it for all sorts of reasons these days, including personal, social, educational, and business reasons. It is a form of communication that enables users to share digitally-based information such as text, audio, and video instantly with each other and monitor a list of people's availability over a network of computers, such as the Internet. As a type of Computer-Mediated Communication (CMC), Instant Messaging refers to any kind of communication that occurs in real-time between two or more connected computers (Tom, 2010).

Several advantages and disadvantages are associated with instant messages, such as that it can connect people despite location, and that colleagues can send and reply to instant messages in real-time without actually meeting. As a result, the team can discuss the work report in the instant chat session; the Instant message can create a virtual meeting room without gathering everyone in a physical meeting room. Although instant messaging is great because of the instant response, it does eliminate the personal, face-to-face experience that people have when speaking to someone in person. A negative aspect of an instant message is that you cannot get a feel for how someone feels through it, nor are you sure of who you are talking to, which is dangerous if you're not careful and also another issue leads to a loss of relationship building (Maina, 2011).

Greenberg cited (Winarso, 2018) that the use of computers as a means of communication has both positive and negative effects. In particular, the internet has a profound effect on a person's interpersonal skills; if a person uses it to its fullest/wisest potential, it can be used as a complement to work and as a means to further their lives. Positively, the internet allows individuals to communicate with others they would otherwise not have access to. This diagram can be seen in the following figure.



Source: (Caplan, 2005)

2.5. Instruments of organizational communication

Communication within an organization is divided up into separate communication instruments that are used for different purposes according to how an organization wants to communicate with its target audiences and how they want to be communicated. Each instrument has its strengths and limitations, and organizations usually utilize some sort of instrument to generate as much influence as possible (De Pelsmacker, 2007). Communication is the exchange or sharing of information through the use of common symbols. For example, when a company develops a new product, changes an old one, or simply wants to increase sales of an existing good or service, it must communicate its selling message to potential customers. In this case, good communication efforts can help a firm create rapport with its customers, promote what it has to offer, and supplement its sales efforts. According to (Stephanie & Westmyr, 1998) instruments of organizational communications are advertisements; email, press releases, banners, websites, magazines, and face-to-face communications are the most common instruments of OC within the organizations.

2.5.1. Face-to-Face Communications

Face-to-face communication can take place in many different forms and ways, such as meetings, conferences or department employee negotiations, etc. Using personal communication, information can be provided directly; interlocutors listen to one another on opposing ideas and discuss them. Face-to-face communication demands taking employees' feelings, emotions, and body language into account (Quirke, 2008).

2.5.2. Press Release

A press release is a news story written by an organization to promote a product, organization, or person. Consider how much better a story or a product recommendation is likely to be perceived when the receiver thinks the content is from an objective third party rather than the organization writing about itself. Public relations personnel frequently prepare press releases in hopes that the news media will pick them up and disseminate the information to the public. However, there is no guarantee that the media will use a press release. Some of the PR opportunities that companies may seek to highlight in their press releases include charity events, awards, new products, company reports, and things they are doing to improve the environment or local community.

2.5.3. Advertising

Advertising can be defined as any form of non-personal communication about an organization, product, service, or idea by a sponsor, with the paid component reflecting the fact that advertising messages generally need to be purchased. As a result of the non-personal component, advertising involves mass media (e.g., Radio, Television, Magazines, and Newspapers) that can reach large numbers of individuals at the same time. Consumer sales promotions consist of short-term incentives such as coupons, contests, games, rebates, and mail-in offers that supplement the advertising and sales efforts (Belch & Belch, 2018).

2.5.4. E-mail

An email is an essential form of communication for covering a wide geographical area without substantially expanding physical space since it allows for the virtual implementation of some operations. Additionally, it enables greater employee interaction through electronic means. As a result of e-mail's advantages (low cost, rapid communication, and ease of use) and its "technological neutrality," the potential distortions in communication caused by differences in profession, gender, or race between the parties involved are minimized (Quaresma, 2013).

2.5.5. Website

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

2.5.6. Meeting

Meetings are one of the most important instruments of organizational communication. Meeting must be carefully prepared and managed to be beneficial. It is necessary to establish and the objective of the meeting is to consider the number of participants, to find out if it is an appropriate communications way and to prepare a plan with main and ancillary items. Meetings are often unpopular events between employees. It is usually taken as a waste of time because of

regular unnecessary repetition without any real reason. Meetings should be held only in case of real necessity. Meetings can take the form of formal and informal (Veber, 2009).

2.5.7. Brochure

Brochure usually contains information that is directly relevant to the organization's staff. The brochure is an ideal way how to convey information such as new employees, changes in policies and procedures, program updates, and organizational developments (Hume, 2020).

2.3.8. Telephone

During telephoning, it is important to have the brevity and clarity of the message in mind. Communication on the phone is more difficult for mutual understanding than a personal interview as the communicator and receiver could not support the message through nonverbal communication. The advantage of modern wireless and mobile phones is the removal of spatial barriers (Vymětal, 2008).

2.6. The Validity and Reliability of an Organizational Communication Instrument

Auditing communication refers to assessing current communication practices to determine what steps need to be taken to improve them. Based on this line of thinking, several instruments have been developed to measure organizational communication in Ethio-Telecom (Downs, 1994).

The existing measures of organizational communication are diverse and achieve different aims in terms of communication division focus. The purpose of this study was to develop, reliability, and validate a measure of organizational communication in the communication division of Ethio-Telecom related to the implementation of organizational instruments.

A wide variety of organizational communication measurements that have been developed reflects the number of applications of the discipline. (Downs, 1998) classifieds these instruments into three categories: comprehensive instruments, communication process instruments, and organizational outcomes instruments. These comprehensive instruments analyze communicational practice at a macro level. They include the ICA audit, the organizational communication scale, the *communication satisfaction questionnaire* (CSQ), the organizational communication development audit questionnaire, and the organizational culture survey. Organizational communication process instruments tend to focus on specific areas of

organizational communication rather than a comprehensive view. Among the five most common areas addressed are conflict, mentoring, competence, load, and management communication. The third category of instruments is concerned with evaluating organizational outcomes such as job satisfaction, productivity, and commitment using tools such as the Organization Identification Questionnaire (Coric, 2021).

Validated instruments that have been applied frequently include the Communication Satisfaction Questionnaire (CSQ; Downs & Hazen, 1977), which emphasizes the relationship between communication and job satisfaction; the Communication Audit Survey (also known as the International Communication Association audit survey), which identified as one of the most comprehensive attempts to measure all aspects of organizational communication (Goldhaber& Krivonos,1977); the Organizational Communication Development Audit Questionnaire (OCD2; Wiio, 1975), which determines the efficiency of the communication system for achieving an organization's goals; and the Organization Communication Scale (OSC; Roberts & O'Reilly, 1974), which compares communication practices across organizations. Using these instruments, we can determine the validity of organizational communication practices. Similarly, the validity measurement instrument of organizational communication is used to assess the reliability instrument of organizational communications.

2.7. Challenges of Practicing Organizational Communications

Essentially, it is a way to connect with individuals who are interested in what is happening at the organization both internally and externally. It provides the basis for understanding virtually every human process that takes place in an organization, and it is a means of understanding complex communication behaviors that occur in an organization (Njomo, 2013). A group of individuals working together to achieve production-related goals is a central idea in early definitions of organizations in case nowadays communication then becomes a central means of coordination of individual activities to devise, disseminate, and pursue organizational goals. In contrast, one alternative viewpoint contends that communication is the basis for organizational creation and that organizations do not exist independently of their members, but can be created and recreated through communication between members social systems with formal and informal boundaries and negotiated identities are highly differentiated (Elizabeth Jones, 2004).

According to (Cheney, 2001) organizations are increasingly expected to alter their internal structures, processes, and relationship with their markets to adapt to economic pressures. As a result of the constant changes in structures, processes, and relationships, communication processes are also constantly changing to reflect and create those changes. Since an organization's breadth and complexity lead to communication processes that range from individual to mass, organizational communication covers the same spectrum of communication as the field of communication as a whole. Therefore, According to (Lewis, 2007) as a result of poor or ineffective organizational communication, employees are less productive, are dissatisfied, demoralized, and are more likely to quit several employees quit absenteeism, and the lack of a common vision contributed to the effectiveness of organizations. The literature of this part of the study is generally focused on the challenges of organizational communication, and this is used to evaluate the challenges of Ethio-Telecom practicing organizational communication in their respective divisions of communication.

2.8. Theoretical Framework

In this study, the researcher was integrating organizational communications practice with system theory. According (Waweru, 2002) the systems theory is more relevant to organizational communication, since it emphasizes communication's role in helping organizations function efficiently. The entire system determines the character and function of each part; this means that the main systems are designed into subsystems that make up the whole system, which operates within a greater environment. Using the principles of interconnectedness and interdependence, systems theory operates, so communication division follows the same principles. Because every organization has a hierarchical structure, with the various sections functioning together as a whole and all employees are working towards a common goal (Mukelabai M. Musheke, 2021).

Similarly, in Ethio-Telecom different communication divisions and departments are interdependent on each other so that the communication divisions and the organizations may achieve their goals; as a result, systems theory is appropriate for this study.

2.8.1. System Theory

According to Ludwig von Bertalanffy, a biologist, the general system theory was first proposed in 1968 in his book *general systems theory: foundations, development, applications*, this theory describe how living organisms are related to one another. According to (Booth, 1986) the system approach has a more valid and applicable stance in organizational communications since it provides a general analytical framework (perspective) for viewing organizations since then the theory has been used in academic fields such as history and physiology. Hence, systemic approaches recognize the crucial role that communication plays in ensuring efficient functioning between various components and sub-systems inside the organization.

Some major components of systems theory have been identified, which have been shown to influence organizational communication research, namely; wholeness, hierarchy, and feedback, which are considered to determine the identity and function of the parts (Weckowicz, 2002). An organization is made up of multiple parts that are interconnected; this means the parts of that organization work together to create a whole.

The idea of an organizational structure, according to (Miller, 2009) suggests that the relations within an organism are arranged by hierarchic rules. In this regard, components of the main systems are arranged into subsystems to form the whole system, which in turn operates within a larger environment by providing feedback to decision-makers within an organization, which explains that the organization can build relationships and hence stay on top of issues. On the other hand (Salem, 1999) notes that the systems theory is built on a foundation of interconnectedness and interdependence, thus forming the basis for communication practices.

As the communication division at Ethio-Telecom has an organizational structure with multiple sections that function as a unit and all employees working towards a common goal. Systems theory is appropriate for the study in case by using this theory to evaluated the practice of organizational communication in Ethio-Telecom communication division.

To achieve organizational goals, the different sections of the corporate communication divisions have got to work together as a team, which means that effective organizational communication needs to be established between the management and staff of the Ethio-Telecom communication division to achieve goals because they are interdependent each other's.

2.9. Review of Empirical Studies

In this part, we discuss empirical literature related to the assessment of organizational communication practices, especially concerning Ethio-Telecom communication division. According to (Shiferaw, 2014) analysis of organizational Communication Practice: Ethiopian Airlines in Focus. To investigate the practice of organizational communications in maintaining employee performance used to a mixed-method approach was employed by Ethiopian Airlines taking as a case study. Data were collected from different instruments such as questionnaires and in-depth interviews. The questionnaire was distributed to three hundred eighty-one (381) employees of Ethiopian airlines; In addition, interviews were also conducted with the head of the employees' engagement office of Ethiopian Airlines. The findings indicated that Ethiopian airlines employees are very much aware of the significance of communication in their day-to-day activities. Moreover, the policy that guides the practice of internal communication encourages employees to engage in honest and effective discussion. However, the findings showed they are not effectively engaged in communication; as a result, most employees are not happy by performance on intra-organizational communication in their company. Even if Ethiopian has, a solid ground to have effective communication but it failed to deliver the needed practice in the company. The basic point to address here likewise, the huge corporations of Ethiopian airlines and Ethio-Telecom organizational communications are critical elements to facilitate the internal and external communications as well as reach their practices.

Furthermore (Bizuwork, 2020) at this time, organizational communication is a complex and continuous Process through which organizational members create, maintain, and change the organization. This paper describes the case study of Ethiopian Police University College to assess the effectiveness of organizational communication on employee motivation.

This research found that the organizational communication of employee motivation is ineffective. For instance, 90% of questionnaires respondents claim that the effectiveness of organizational communication and employees' motivation in the organization is not effectively practiced and they rate disagree on the issues. According to the data, the employees" who are currently working in the university college are not motivated by the managers" communications. The effectiveness of organizational communication to be realized in the University College, strategic managers are creating an open system of communication and motivation for their employees. As a result, organizational communication has been studied in many different sectors, so it seems, from the evidence above; that the organizational communication practices in Ethio-Telecom are ineffective or effective.

Additionally, (Biswakarma, 2017) attempted to identify the causal relationships among variables such as organizational communications, employee engagement, and work performance. The top 100 japan at Nepal service provider corporations were surveyed and their responses were analyzed using structural equation modeling. Organizational communication is a key driver of employee engagement. This study aims at determining whether there is a relationship between organizational communication climate and employee engagement in the Nepalese service sector. Therefore the results indicate that there is a positive relationship between organizational combination climate and employee engagement in the Nepalese service organization. The results stress that organizations and supervisors should focus on internal communication efforts toward building greater perceptions of support and stronger identification among employees to foster optimal levels of engagement.

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter presents the research methodology that was employed in the study. Thus, the expected common elements of the study such as research paradigm, research design, research approach, data-gathering instruments, sampling techniques, the population of the study, data collection procedure, and data analysis techniques to assess the practice of organizational communication in the Ethio-Telecom communication division are treated in separate sections respectively.

3.1. Research Paradigm

In communication research, the term paradigm is used to describe a researcher's 'worldview' (Mackenzie & Knipe, 2006). This worldview is the perspective, or thinking, school of thought, or set of shared beliefs, that informs the meaning or interpretation of research data. Or, as Lather (1986) explains, a research paradigm inherently reflects the researcher's beliefs about the world that she/he lives in and wants to live in. It constitutes the abstract beliefs and principles that shape how a researcher sees the world, and how she/he interprets and acts within that world. It is the conceptual lens through which the researcher examines the methodological aspects of their research study to determine the research methods that were used and how the data were analyzed. Similarly, the gurus of qualitative research (Denzin, 2000) define paradigms as human constructions, which deal with first principles or ultimately indicate where the researcher is coming from to construct meaning embedded in data.

There are two extremes in research paradigms: positivism and interpretivism; the interpretivist view tries to understand human actions by examining the explanations and beliefs of different people (Silverman 2017; Maxwell 2012). Its originators, Weber and Dilthey, believed that everything has a subjective meaning and, thus interpretivist studies attempt to find the 'truth' about the phenomenon through interpretations of human behavior and actions. However, positivism (Neuman 2000), which emerged in the 19th century, is often associated with natural science. It is based on careful observation and measurement of objective reality that exists 'out there' in the world that knowledge grows through a postpositivist lens.

Therefore, for a postpositivist, identifying numeric measures of observations and examining individual behavior is important (Creswell & Creswell 2018). Mostly, this perspective is quantitative and nomothetic.

Specifically, this study adheres to the interpretivist research paradigm, and as such (Wolter, 1993), it is only those who practice OC who can define and explore it. Therefore, directions and practitioners of OC communication implicitly define and explore the practice of OC, which can be explored through the explanation of their beliefs, perceptions, and practices. As the name implies, this refers to how OC practices are integrated into organizational directions and how technology is used to influence employees' and customers' buying decisions to promote products and services. This paradigm allows for the understanding of OC in the Ethiopian corporation of Ethio-Telecom communication division that has never been discussed. In this study, interpretivist worldview is important because the beliefs, perceptions, and practices of the participants are explained using interpretivist paradigms (Samson, 2020).

3.1.1. Interpretivism Paradigm

Interpretivism, also known as interpretive involves researchers interpreting elements of the study. Thus interpretivism integrates human interest into a study. Accordingly, “interpretivist researchers assume that access to reality (given or socially constructed)” is only through social constructions such as language, consciousness, shared meanings, and instruments. The central endeavor of the Interpretivist paradigm is to understand the subjective world of human experience (Guba& Lincoln, 1989). This approach makes an effort to ‘get into the head of the subjects being studied’ so to speak, and understand and interpret what the subject is thinking or the meaning she/he is making of the context. Every effort is made to try to understand the viewpoint of the subject being observed, rather than the viewpoint of the observer. Emphasis is placed on understanding the individual and their interpretation of the world around them.

In line with the interpretivist approach, this study is guided by the underlying ontological assumption that OC exists in a reality created by its social actors. The assumption is that not only the top managements and employees but also the targeted customers are actors who implement the practice of OC with in the CD of the corporations. This is in harmony with Burgmann (2007) who assert that OC takes the form of a symbolic mode and can be characterized via the

communication language and actions undertaken by those who practice it. Hence, OC is a social construct. If this study is based on an extreme realist standpoint, then OC would exist independent of its social setting, without reference to the behaviors and beliefs of employees and customers. However, the current study assumes that a detailed practicing of OC can only be achieved through the actions and interpretations of OC within the communication division of Ethio-Telecom

3.2. Research approach

Due to these paradigms of the studies, the researcher used a qualitative research approach to collect essential information about the practice of organizational communication within Ethio-Telecom communication division. (Kothari, 2004) stated that the qualitative research method is concerned with a personal assessment of the respondents' attitudes, opinions, and behavior. And also the research in such a circumstance is a job of the researcher's insights and impressions. Such an approach to research generates results either in non-quantitative form or within the form which aren't subjected to rigorous quantitative chemical analysis. Moreover, the qualitative research approaches; meanings are constructed by humans as they interact with the world they are interpreting.

Qualitative researchers tend to use open-ended questions so that participants can express their views. Humans engage with their world and add up of it supported their historical and social perspective-we are all born into a world of meaning given upon us by our culture. Thus, qualitative researchers seek to understand the context or setting of the participants by visiting this context and gathering information personally. They also interpret what they find, an interpretation shaped by the researcher's own experiences and backgrounds. The rudimentary generation of meaning has been always social, arising in and out of interaction with a human community. The process of qualitative research has largely, been inductive, with the inquiring meaning from the data collected in the study. Generally, in the qualitative research approach, individuals are cross-examined at some length to decide how they have personally experienced oppression (Creswell, 2014).

3.3. Research design

In this study, the researcher used a case study research design due to the nature of the study problem which targets to assess the practice of organizational communication in the case of the Ethio-Telecom communication division. In case studies where the researcher explores a program, an event, an activity, a process, or one or more individuals, the case is presently bounded by time and activity, and the researcher collects comprehensive information using a variety of data collection procedures over a sustained period (Stake, 1995). This study used this design because it is most appropriate and able to collect data, analysis, description, and interpretation of the circumstances at the time of the study. For more detailed definitions of a case study, Sagadin (1991) states that a case study is used when the researcher assesses and defines, for example, each person individually, institutions, or a problem (or several problems), process, event in a particular institution in detail. For that reason, the researcher assessed the practice of organizational communication in the case of the Ethio-Telecom communication office.

3.4. The population of the Study

The communication expert's Ethio-Telecom communication divisions are fourteen in number. This study takes all of the employees as the population of the study. Utilizing maximum purposive sampling, the researcher interviewed 10 (Ten) communication employees of the corporation whose jobs are directly related to the profession excluding four supportive staffs. Furthermore, communication tools or materials produced and disseminated online by the corporation's communication and public relations department were taken as the main inputs of the study.

3.5. Data Collection instruments

Richards (1994) states that the use of various tools strengthens the information obtained and triangulation of information proved to be possible during data analysis. To achieve the stated objectives, this study will use appropriate data collection instruments. The data was collected from both primary and secondary sources.

3.5.1. Primary data sources

In this study the primary sources are:

3.5.1.1. In-depth Interview

In the first phase, a qualitative case study approach was used to collect data through individual semi-structured interviews. So, the qualitative data and its analysis were refined and explained those results by exploring participants' views in more depth. An in-depth interview is a qualitative data collection instrument that allows the researcher to collect rich information in much more depth (Kothari, 2004). Hence, the researcher used a semi-structured interview in this study. A semi-structured interview according to (Dawson, 2002) allows the researcher to be flexible and to probe into more important information to arise. Therefore, a detailed interview was conducted with 10 purposively selected communication chief officers, experts, directors, managers, and staff from the communication division to obtain information about the current practice of OC in Ethio-Telecom.

3.5.1.2. Document analysis

In this study, the researcher used document analysis as a tool to gather the data from the document that is from the Ethio-Telecom communication division. Document analyses are very essential to achieve research objectives concerning an assessment of organizational communication channels, as well as, directions of the Ethio-Telecom communication division. The researcher reviews a wide range of written materials such as news article that was produced and posted on the website of the Ethio-Telecom communication division, press release brochures, banners, and Ads in this year's cross-sectional. They can include policy documents, mission statements, annual reports, minutes of meetings, codes of conduct, websites, other promotion materials, etc. (Hancock, Ockleford & Windridge, 2009). Due to this, documents that had been produced about the company were extensively reviewed to accomplish the study's objectives. To achieve this, an extra special focus was given to the analysis of the company's organizational structure. In addition to triangulation and complementary purposes, data collected through interviews and personal observations were corroborated with the findings from the document analysis.

3.5.1.3. Non-Participant Observation

According to (Creswell, 2009) there are four types of observation, observer as a participant (non-participant observation), participant as an observer, completely as an observer, and completely as a participant. For this study, the researcher employed an observer as a participant type of observation or non-participant observation. Therefore, non-participant observation is a type of observation in which the researcher is aware of his or her role and can record information as it occurs without engaging in the situation. Researchers are not directly involved with the groups under study, but obtain data from observing and taking field notes from a distance, thus avoiding direct contact with the participants. Additionally, the researcher interacts with the participants, but these interactions are limited, and Creswell aims to play a neutral role as much as possible during the process (Creswell, 2009).

3.5.2. Secondary Data Sources

To realize the purpose of this study, the researcher gathered secondary data related to the topic under the study. The data were collected from published and unpublished materials, such as journal articles, books, reports, and thesis papers. This helps the researcher to crosscheck and validate the result of the primary data.

3.6. Data Collection Procedures

As mentioned earlier, the study used in-depth interviews, document analysis, and observation methods to collect data. When the researcher received a consent letter from the School of Journalism and Communications department to collect data for this research the data collection has been done. In administering this data collection, the researcher applied various approaches. For instance, for the in-depth interviews; the first audio-recorded interviews were transcribed. After data transcription, the researcher started to highlight influential quotes that are relevant to the research questions and research objectives which led to themes formulation that is related to the research questions. Interviewees who are participating in the interview were given codes based on the number of participants, for example (Interviewee, #1, #2, #3, #4 and #5, etc...). For document reviews, I reviewed with a cross-sectional studies time zone (only one the academic year 2014/2022) was employed to gather the information from the materials such as: (news articles and press conferences that were posted on the website and social media pages of Ethio-Telecom communication division).

Document analyses are particularly useful in trying to understand the philosophy of an organization. They can include policy documents, mission statements, annual reports, minutes of meetings, codes of conduct, websites, other promotion materials, etc. (Hancock, Ockleford & Windridge, 2009).

3.7. Data analysis procedure

In this study, the data were presented and analyzed based on themes in a way that the themes are reflections of the research questions. Qualitative data from the open-ended interview part was analyzed using thematic analysis methods. Analyzing qualitative data typically involves immersing oneself in the data to become familiar with it and then looking for patterns and themes, searching for various relationships between data that help the researcher to understand what they have, then visually displaying the information and writing it up (Kawulich, 2015).

Most importantly (Boyatzis, 1998) suggested that the thematic analysis, which is based on the frequent theme of data, can be used to make sense of qualitative data. It is used to analyze qualitative information and to systematically gain knowledge about a person, an interaction, a group, a situation, an organization, or a culture. This study also administered qualitative data in terms of content and where applicable a quotation from analyzing the director or communication chief officers and communications expert in-depth interview on organizational communication practices in the case of the Ethio-Telecom communication divisions.

3.8. Ethical Considerations

Any researcher must think twice about the way to gain access to undertake research and about possible ethical concerns that would arise about the conduct of the whole scientific research (Saunders et al., 2009). Throughout the entire research process, an effort was made to stay with the general rules of research ethics. Respondents were requested to supply genuine information voluntarily, and they were communicated beforehand about the aim of the study and the confidentiality of their information.

3.9. Reliability and Validity of the Study

A critical component to ensuring the reliability of qualitative research is the examination of trustworthiness, and it is through reliability and validity that one can establish high-quality studies, as the trustworthiness of a research report lies at the center of the concepts discussed validity and reliability. The conventional canons of good science need to be redefined to reflect the realities of qualitative research when judging (testing) qualitative work, as suggested by (Golafshani, 2003). Moreover, qualitative validity refers to the research process of ensuring that the results are accurate by employing certain procedures, thus, the researcher can enhance the research findings' validity, reliability, authenticity, and credibility through the use of certain qualitative validity strategies. As mentioned earlier, validity is one of the greatest strengths of qualitative research, which counts on determining whether the study's findings are accurate from the perspective of the researcher, participant, or reader.

Thus, to improve the accuracy of the findings and convince readers of the issue under study, the researcher employed as many validity strategies as possible. In this case, validity in quantitative research is very specific to the test to which it is applied, while in qualitative research, triangulation is typically a strategy (test) for improving validity and reliability. As a consequence of traditional scientific techniques incompatible with this alternate epistemology, triangulation has become an important methodological issue in naturalistic and qualitative evaluation to control bias and establish valid propositions, and engaging multiple methods, such as observation, interviews, and recordings will lead to more valid, reliable and diverse construction of realities (Golafshani, 2003). Following the above, qualitative research tends to be more reliable and valid.

- The researcher designed themes by uniting the aforementioned sources of information from participants and also several instruments were used to gather data to enhance the validity of the results.
- The measurement of reliability and validity in quantitative research depends on the test to which it is applied to triangulation as a method of strategies (test) for improving validity and reliability.

- The researcher also conducted a follow-up interview with participants to further enhance the truth value of the findings by asking probing questions about organizational communications, including allowing two participants to comment on the entire analysis process and findings.
- In addition, the researcher conducted a peer examination or review strategy, in which doctoral and MA students in AAU's Department of Public Relations and Strategies, Communication Studies, Psychology, and literature were asked to provide constructive comments on the entire thesis work

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4. Introduction

In this chapter, the major findings of the study are presented and interpreted based on data obtained from the tools of data collection towards answering the research questions set. Four guiding themes have been identified. The first theme discusses the directions of organizational communications, followed by the second theme on the effectiveness of organizational communication when technology is used as a tool for communication. The third theme explores organizational communication instruments in the implementation of organizational communication practices. Finally, the challenges of implementing OC in the Ethio-Telecom communication division are entertained. An in-depth analysis of the collected data and due discussions of the findings shall be covered in the chapter.

4.1. Socio-Demographic Characteristics of Interviewees

Table1, Interviewees' Socio-demographic Composition

		Frequency
Sex of Interviewees	Male	6
	Female	2
	Total	10
Age of Interviewees	26-35	7
	36-48	3
	Total	10
Levels of Education of Interviewees	Degree	6
	MA and above	4
	Total	10
Positions of interviewees	Communication chief officer	1
	Directors	4
	Managers	2
	Experts	2
	Staff	1
	Total	10

Table 1 summarizes the socio-demographic composition of participants of the study. It illustrates the interviewees' sex, age, educational status, and position at the organization. Accordingly, six interviewees were males while the remaining two interviewees were females. Most of the participants' age ranged from 26 years to 35; three of the participants' age ranged from 36 to 48. The level of education of all of the interviewees was first degree and above; six had a first degree and the remaining four had masters and above. Regarding the position of interview participants, one was the communications chief officer, another two were directors, followed by two managers, and finally one staff.

4.2. Directions of Organizational Communication in Ethio-Telecom

The study found that Ethio-Telecom had organizational communication directions which include directing actions, coordination and linking, building relationships, explaining organizational cultures, inter-organizational linking, presenting an organizational image, and generating and promoting ideas and values. However, these organizational communication directions were utilized differently depending on company communication contexts or whether the corporation had its communication division. There are four communication divisions, namely digital and print, marketing, event and sponsorship, and trade marketing & brand management communication departments in the communication division of Ethio-Telecom. Each department has three sections while trade and brand management has two sections. Thus, the Ethio-Telecom had communication chief officers, four departments, and eleven sections within the communication division.



Among the organizational communication directions, some were frequently used in Ethio-Telecom, while others were less frequently used. Below is an explanation of how and under what circumstances each of them was utilized in the thematically classified discussion here below:

Interviewee #2 expressed the issue as

“Directing actions, coordination and linking are not the most commonly used organizational communications directions in Ethio-Telecom. Recently, due to the radical changes and developments of digital media at Ethio-Telecom (Facebook, Telegram, YouTube, and Twitter), face-to-face discussions, guidance, supervision, and leading activities in Ethio-Telecom were less common (Excerpt an interview on 17, April 2022)”.

In addition, the interviewee added, based on the structures or the hierarchy of CD the top management (CEO) gives orders by digital media to the communications chief officer of the communication division and also the four departments of directors to the manager and the experts to the lower staff of the employees. Therefore, within those organizational structures or CD, each employee was known their duties and responsibilities and also works effectively.

According to (Greenberg, 2011) communicating effectively must be an integral part of how people work together and coordinate efforts to achieve goals. In this case, directing action means communicating with others so that they react in the desired manner. Managers must communicate with their subordinates to tell them what to do, give them feedback on their performance, discuss problems with them; encourage them, and so on.

However, Ethio-Telecom did not employ a collaborative approach in these communication divisions. Regarding this, interviewee #1 clearly stated that there are reasons behind not using directing action and coordination for the effectiveness of organizational communication practices. This is because of the monopoly nature of the company and customers are obliged to find out information on their own since they have no other choices. It is based on the communication division structures that each staff member is allocated their tasks. For example, by then Ester and Eid Bazar were being held in Addis Ababa; staff members from our departments of events and sponsorship were participating in these events to promote our products and demonstrate our company's culture and its values. They also informed the public about the corporation's activities. Therefore, the organizational communication directions in Ethio-Telecom were based on the division's structures, with each department playing its role on behalf of its representatives.

Accordingly, Interviewee #4 explained the demand for accessing social media or digital communication in Ethio-Telecom organizational communication directions is transversal. This is because the communication division constantly changes its strategies and practices depending on the market or timing of the audiences. Furthermore, there are no integrated works with Ethio-Telecom because all types of practices and strategies are decided by top management (CEO, Communications chief officer, and directors) However, they sometimes try to collect information from the lower staff within a year and also review their performances. The analysis is only focused on the positive comments or opinions of the staff members.

Nevertheless, the top management had a weekly and bi-annual meeting (once in six months) to evaluate the directions of the communication within corporations. This interviewee added organizational communication flows were better than in other organizations. Ethio-Telecom is a technology company, and it must make practices of the organizational communication confidential to both the staff and the public. It is vital to control the activities of corporations because today with the advancement of digital communications and the internet, every community has access to information and fabricated news. In addition, as communication is a sensitive issue in behavior, the top management should manage the corporation's communication and publicize the positive results.

According to (Greenberg, 2011) in organizational settings, individuals and groups must coordinate efforts and activities to function effectively-being facilitated by communication. Coordination and linking are patterns of behavior in which assistance is mutual and two or more individuals, groups, or organizations work toward shared goals

Regarding on this interviewee #10 noted that,

“Organizational communication works in Ethio-Telecom are more optimized in commercial areas because most employees come from commercial schools. In case of background bias or the lack of qualified communication experts, the communication efforts are concentrated in commercial areas or tend to zoom in on marketing and promotion activities. It's all about advertising, revenue-generation, selling, and

maximization of profit by using such promotional tools of communications. This interviewee added there is also neglect of the roles of communication and public relations within CD (Excerpt of an interview on 17, April 2022)”.

Communication activities in Ethio-Telecom were therefore focused on promotional elements, while trade and brand management departments, as well as marketing communications, were responsible for doing those activities. As this interviewee #3 informed, in the previous year's communication practice the name was called public relations. The interviewee also stated that presently they called it communication. The staff didn't have a professional view of communication works. Instead, most of the views of the staff were related to persuasion, promotion of products and services, and to building the organization's image.

Interviewer #6 similarly mentioned that there was a misunderstanding of the roles played by communication and public relations. Brands and organizations should be reputed before promoting products and services, and then all activities can be done easily. However, the Ethio-Telecom communication divisions for print and digital marketing, events and sponsorships, trade, and brand management were not coordinated and linked. The interviewee added on this point that it is a business corporation and all the communication roles are focused on marketing activities, such as income generation, promotion, and selling of services. The researcher eventually reviewed the company's profile in terms of organizational structure and discovered that the public relations department had many responsibilities. Although it is one of the major components of organizational communication, its structure isolates it from the communication division, of the corporation where most organizational communication is performed.

Therefore, this structural misplacement and prevarication seriously hinder the implementation of coordination and linking activities with the communication divisions in Ethio-Telecom.

Among the major elements in Ethio-Telecom is the implementation of organizational communications; practices are promotions of relationships, and inter-organizational links. Based on this interviewee #2 stated that,

“In Ethio-Telecom, creating relationships both internally and externally is done by using the company's platforms of digital media such as internal intranets, outlook email, CUGs (closed user groups), and digital platforms (Facebook web page, Instagram, Telegram, Twitter, YouTube, and LinkedIn). These are fast ways of communication to build a relationship between top management up to the lower staff, whereas, the most common external platforms of digital communication in telecom are CSRs (corporate social responsibilities) plus advertising agencies to build the external relationships of the corporation (Excerpt an interview on 18, April 2022)”.

There has been vast growth in the utilization of digital communications in Ethio-Telecom for the effectiveness of organizational communication practices. As pointed out by interviewee #2, for example, there were over 100, 000 Facebook followers, 300,000 on Telegram, 4800,000 on Instagram, and 400,000 on LinkedIn, in addition to Twitter for our premium customers. There were also website and YouTube channels.

Therefore, the researcher observed that the digital communications section of Ethio-Telecom was busy achieving the multiple desires of the public by using various digital channels of communication. It indicates an immense stimulation and demand of the public for the usage of digital communication in this company, to build the internal and external relationships of the communication division as well as the corporations.

Regarding the usage of inter-organizational linking in organizational communication directions in the telecom, interviewee #5 said

“In the Ethio-Telecom, digital communication is a very important and very effective tool that is used to achieve all activities. The employment of digital platforms enhances inter-organizational links through television and radio advertising agencies, magazines, newspapers, and billboards. Vehicle suppliers, vendors, and social media platform co-branding and content production (brand ambassador) are used to work in partnership with other organizations (Excerpt from an interview on 19, April 2022)”

According to (Fujimoto, 2004) inter-organizational linking is the set of all the ties linking one Organization to another which becomes a distinguishing identity of that organization; this set of ties is made up of all the organizations that interact with it effectively or potentially.

The implementation of inter-organizational linking in Ethio-Telecom with partner companies' context is the set of all the organizations linked by a specific type of relationship. It is established by finding the ties in between all of the digital and mainstream media and their own company's platforms (outlook email, CSR, and CUGs) to run the business effectively and collaboratively.

Regarding this, interviewee #5 added, that as a business company, it works for as many partners as possible through effective communication and business combined with technology. Every member of staff, from the top management to the lower staff, is very sensitive to these behaviors, and it is good to work with these partners. This interviewee added that as a business company, it works for as many partners as possible through effective communication and business combined with technology. Every member of staff, from the top management to the lower staff, is very sensitive to these behaviors, and it is good to work with these partners.

Accordingly, in building and maintaining a positive relationship between a corporation and its internal as well as external partners, interviewee eight explained that the corporation had skilled communication experts. It sponsors as well as partners with Macedonia, green environment projects, Sheger (Addis Ababa) beauty project, and school net projects. It provides food and school supplies for destitute students and supports evicted citizens. This interviewee also stated that the company offered 100 million ETB for the prevention of COVID-19 as well as 500 million ETB for megaprojects such as the development and construction of the grand renaissance dam, roads, and small train projects. Besides those support the partners and also promote services.

The above-mentioned activities were handled by the CSRs under the event and sponsorship department. Ethio-Telecom, therefore, had good partners through sponsorship.

Concerning the implementation of organizational image building in Ethio-Telecom, the Interviewee #9 explained that

“It has the opportunities to take part in mega-events like the AU meeting in Addis Ababa. There are temporary sales points and much effort is exerted to give the best thing since Ethio-Telecom represents the country. It focuses mostly on the presentation of its products, services, and brands. There are four departments within the communication division, each of which is responsible for presenting an image of the corporation, events, and sponsorships. Trade and brand management are also a part of this division (Excerpt of an interview on 17, April 2022)”.

The same interviewee added that Ethio-Telecom also organized events in hotels on other occasions by directly inviting key account customers. The purpose is to discuss products and services with the CEO. These key account customers can express their feelings or ask questions directly to the CEO. There was also a delivery of presentations on the products and services. Currently, the interviewee continued, Easter and Eid bazaars were held across Addis Ababa, where our department of event and sponsorship, trade, and brand management employees participated and represented the organization's images by informing consumers about its products and services. For example, the interviewee mentioned that they could offer discount packages for Ester & Eid and announce the launch of some new, more convenient platforms, such as Tele birr, Asham Tele, etc.

According to (Greenberg, 2011) presenting an organizational image means the organization sends messages about itself to broad groups of people. For example, they publish information about their products and services to attract prospective customers. These forms of communication are designed to communicate certain images of themselves to wide groups of people. A corporate image is a collection of "shared meaning, attitudes, knowledge, and opinions of organizational stakeholders as they are shaped at least in part by organizational communications.

Therefore, seen from the perspective of the relevant literature review, the Ethio-Telecom practice is a great effect on presenting organizational images within the corporation and the communication divisions. The company organizes events in hotels for direct conversation with the public on the flaws of the corporation and the public's feedback.

In explaining organizational culture in Ethio-Telecom, Interviewee #4 stated that,

“Different cultures exist in Ethio-Telecom, including expectations, experiences, philosophy, as well as values that guide member behavior. The behavior includes their self-image, inner workings, interactions with the outside world, and future expectations. Ethio-Telecom is a role model organization because it has a wide variety of staff with different beliefs, philosophies, and behaviors. If the communication division is managing such diverse cultures and beliefs, it can be a role model that can be applied (Excerpt from an interview on 17, April 2022)”.

Hence, the corporation's communication divisions have four departments. The employees' backgrounds will vary, such as corporate management, marketing, journalism, public relations, engineering, and physiology. This interviewee pointed out that organizational culture is primarily concerned with how it is created and communicated within the communication division as well as the corporations. Managers and CCO (communication chief officer) together with Ethio-Telecom Company are crucial in shaping their workplace culture. It is important to recognize that leadership and culture are not one-sided relationships. Leaders must appreciate their role in maintaining or evolving an organization's culture. Deeply embedded and established cultures can provide an example of how employees should behave and help them achieve their goals. This, in turn, ensures higher job satisfaction when an employee feels a leader is helping him or her achieve a goal.

According to (Greenberg, 2011) an organization's culture is composed of the attitudes, values, norms, and expectations of its members; it is a collection of basic assumptions about an organization that is widely accepted by its members and also its communication with others. Employees come to understand how their companies operate, what is valued, and what matters most to people.

However, the interviewee mentioned that in Ethio-Telecom sometimes digital communication interfered with the cultures of the organizations because most of the activities are handled by the corporations' digital platforms. In the words of the respondent, the fact that they communicate via digital platforms (Facebook, Telegram, Twitter, and What Sapp ...) meant there was no

guideline between the employees and the top management. The respondent also stated that it had the advantage to reduce fear between the top management and the employees.

Due to this, in Ethio-Telecom, there is an opportunity for organizations to learn from the explanation of organizational culture. It represents the country and the logo itself expresses the corporate culture. Thus, it makes sense to implement a corporate culture as well as a communication division.

Regarding the task of generating, and promoting ideals and values in Ethio-Telecom, interviewee one mentioned that several things are important for Ethio-Telecom to generate ideas, and values, and promote them publicly. Ethio-Telecom is a technology company; it is also a business sector. As a result, there is competition today within the marketing field to generate and create ideas and values. The Ethio-Telecom sector had a question of what ways to generate income and in what channels to deliver information to the public to promote the services.

“Ethio-Telecom, like other organizations, is not focused on long or short-term plans due to marketing fields sector. It deals with how to generate income and which public channels to use to deliver products and services to the customers. Accessibility, availability, and affordability represent the three key elements for marketing with the large audiences of the firm. Additionally, it is imperative to align the strategies and practices of the corporation as well as the communication division with the markets. It is also imperative to compete for the market niches of the target public (Excerpt of an interview on 17, April 2022)”.

As the interviewee pointed out, however, there is a generation and promotion of ideas shown above in Ethio-Telecom. However, there is no immediate feedback from top management to the owners of creativity or generators of ideas. Because the top management did not encourage or motivate staff to accomplish their goals and ideas, most of the time the staff members were demoralized. For example, one employee had come out with one idea for the top managers, CEO, CCO, and directors, but such top management members did not recognize the owner of the idea or did not provide feedback on the idea.

According to (Miller, 2009) the idea of an organizational structure describes that the relations within an organization are arranged by hierarchic rules. In this regard, components of the main systems are arranged into subsystems to form the whole system, which in turn operates within a larger environment by providing feedback to decision-makers within an organization. The system explains that the organization can build relationships and hence stay on top of issues. The system also builds on a foundation of interconnectedness and interdependence. This in turn contributes to forming the basis for communication.

According to the findings, Ethio-Telecom is effectively using system theory for its communications division in a well-developed and effective manner.

Concerning this, interviewee #8 pointed out that,

In Ethio-Telecom, organizational communication is designed by introducing a communication division structure, followed by four departments and then directors, who assign different tasks to employees based on their communication division structure. Further, top managers give orders to employees based on the division structures at the top of each department. The Department includes digital and print, marketing, events and sponsorships, trade marketing, and brand management. Each department has three sections inclusion of the trade marketing and brand management. The top officials are regularly assigned to lower employees while above those departments namely print and digital, marketing, brand management, and trade marketing communications are interconnected.

Similarly, interviewee #2 also mentioned;

“System theories also serve as a foundation of the huge corporation; however, Ethio-Telecom is with a poor system; every day to day activity is disorganized and less effective. Ethio-Telecom is a technology company that provides a vast range of products and services to a vast number of customers. Therefore, every company, no matter how small or large, is very interested in the concept of creating a system that works successfully for the corporation, as well as for the employees (Excerpt of an interview on 26, April 2022)”.

Therefore, to execute the communication activities as well as the organizations efficiently and effectively, system theory plays an important role in the organizations. It has a role in establishing one department or communication division that is interdependent with all the others.

It is generally recognized that the organizational communication directions of relationships, explaining organizational culture, inter-organizational linking, and presenting an organizational image are frequently and widely used in Ethio-Telecom. In contrast, the directions of coordination or linking, directing actions, generating, and promoting ideas or values were not extensively and regularly used. In addition, there were no defined organizational communication directions in public relations and advertising agencies. They did not also collaborate with the other OC directions. Moreover, the deployment of public relations and Ads are limited to key account publics, and not inclusive to all publics at an individual level or segment due to the monopoly nature of Ethio-Telecom. Therefore, the organization's communication efforts should be directed at targeting the public at an individual level.

Since organizational communication directions are the means to reach the targeted public, Ethio-Telecom should be striving to the best of its abilities. The low level of implementation of some organizational communication directions in Ethio-Telecom shall be corrected. What is more, structural flaws shall be revised so that the full implementation of collaborative organizational directions in Ethio-Telecom will be made possible. Therefore, there are important reasons to ameliorate the low level of utilization of some organizational communication directions in Ethio-Telecom.

4.3. Utilization of Organizational Communication Instruments in Ethio-Telecom

Ethio-Telecom utilized organizational communication instruments. These organizational communication instruments included advertising, email, website, banner, poster, Brochure, outdoor ads social media (Facebook, Telegram, Youtube, Instagram Whatsapp, Twitter, and LinkedIn), Telephone, mainstream media (TV and Radio) Press releases, and face to face communications. However, the utilization of these organizational communications instruments varied depending on the company's communication contexts like time as well as product and service types. Some of the organizational communication instruments were frequently utilized and the others were occasionally employed.

The findings show that advertising was the most frequently used organizational communication instrument in Ethio-Telecom. As interviewee #3 said,

“Advertising is utilized to a greater extent within Ethio-Telecom when there is a new service package, new product or service offer. We use advertisements through TV, radio channels, and print media based on the type of product and the context of the organizations. It used several languages of the country to promote products and services in Amharic, Oromifa, Tigrigna, Afar, and Somali, as well as in Wolayitagna and Sidamagna as Ethio-Telecom serves to deliver all over the country”.

Advertising's primary advantages are to remind customers about the products, services, and brand of a company. Furthermore, advertisements are ubiquitous and serve to reach as many people as possible at one time (Lamb, 2010).

Accordingly, Ethio-Telecom produced various advertisements to remind targeted audiences about the organization's products and services. However, interviewee#3 stated that the use of TV and Radio channels for advertisement has been reduced due to the development of digital communications. Thanks to the availability of smartphones today, everyone could access their interests in ads. Smartphones enable to reduce the number of ads on television and radio and minimize their side effects. This is the benefit of the advancement of digital communication within organizations. Advertising, therefore, was one of the frequently used tools of Ethio-Telecom to remind its targeted audiences by promoting products and services.

It has been noted that social or digital media were the most widely used and most commonly exploited organization communication tools in Ethio-Telecom. Customers demand the use of social media, and it has been effectively used in Ethio-Telecom.

About the use of social media in Ethio-Telecom, Interviewee #6 said,

“Social or digital media is the most effective organizational communication tool and every communication activity is now delivered profoundly via social media more than ever before. We deliver different messages and communicate with many of our residential customers through SMS, call center service, and various social media.”

The interviewee added that there are massive followers from the media institutions in the country. Because as the name indicates, it is a technology company that uses all social media platforms such as Facebook, Telegram, YouTube, website, Twitter, WhatsApp, and LinkedIn as much as possible. LinkedIn was the most common social media platform used at Ethio-Telecom.

Internet use and social media have been growing rapidly over the past few years, and these changes were informing /dictating how companies do business and interact with their customers. There is a growing amount of information on the World Wide Web (WWW) available/more accessible to consumers worldwide (Belch & Belch, 2018).

According to the researcher's observations, social media should be used more frequently in Ethio-Telecom than ever before because every communication activity became digitalized or internet-based. Furthermore, Ethio-Telecom should expect that digital communication will be a significant contributor to its future communications activities as there are new developments in technology across the globe and new telecom companies aspiring to invest in Ethiopia.

Therefore, in Ethio-Telecom social media were highly and effectively practiced as organizational communication instruments to execute the activities of the corporation. They promote the products and services as well as images of the organization.

As interviewee #4 pointed out, Ethio-Telecom used almost all types/channels of digital communication. As a result, the radical changes of digitalization have an impact, both internal and external. However, communities of face-to-face communication with no digital instruments were less likely to communicate due to the digitalization of the corporation as well as communication deviations.

Informant #8 also stated that:

“Because of structural displacements, talking about face-to-face communication in Ethio-Telecom is risky; there are different work divisions within the communication division, like on the regional level in Mekele, Ambo, Bahir Dar, and Nekemet and the zonal level in Bole, Kazanchis, Megnagna, Jemo, and Arda as well as on the

incorporating level in Melka, Tracon, and Eywoer Tower. As a result, it makes it difficult to collaborate between these different work areas within one structure and to establish social bonds within the communication departments and companies (Excerpt of an interview on 19, April 2022)”.

Therefore, the occurrence of face-to-face communication through organizational communication instruments is less effective when we limit communication divisions and social contacts among corporations to the use of the advancements and scientific developments in digital media.

Ethio-Telecom has not yet well-developed organizational communication instruments of meetings within its communication divisions. Information is communicated one way between corporations and the public via social media platforms of the company to promote their products and services. Regarding this, interviewee #6 stated that using digital platforms of the corporations, such as Outlook, Telegram, and Whatsapp. Ethio-Telecom used meetings as one instrument of organizational communication to promote its products and services to internal and external audiences at the meetings.

However, two-way communication in Ethio-Telecom occurs when the company attempts to evaluate how they delivered information to their customers on products and services the company provides. But this was in name only. In line with this, interviewee, #7 also said that Ethio-Telecom performed pre-and post-information delivery, and the customer's feelings should be assessed frequently to deliver sound and coherent information; but such a trend was uncommon in Ethio-Telecom. Consequently, employees were rarely surveyed about organizational communication practices as well as the products and services of the corporation.

This informant also expressed his/her view on assessment:

“There is no formal assessment, but by depending on the comments of the target customers, it is possible to assess customer insight toward organizational communication practices as well as products and services of corporations. We take data from our customers' comments and suggestions on our official social media pages, including from Facebook, outlook email, (994) call center service, and other channels... However, it

ignores all other customers and only includes social media users; therefore, the survey collected was analyzed, and actions were taken based on the result (Excerpt of an interview on 19, April 2022)”.

Therefore, Ethio-Telecom implements meetings as a communication instrument, but there was no well-developed quality, content, and timing of the information for the targeted audiences. The communication practices were mostly digital-based and did not include non-digital media users. It did not also bother about the targeted audiences on content and quality of the message and also to gather feedback from customers and to re-send feedback only to the users via social media. Most of the information always came to the top managers, but the lower-status employees did not have the chance to play a decision-making role. Therefore, the meeting was a less effective tool for OC in Ethio-Telecom.

Regarding the telephone as a communication instrument, it was used to communicate between employees within the organization as well as within the communication divisions, as mentioned by interviewee #8.

When a crisis or urgent issues arise in Ethio-Telecom the company's telephone platforms called CUGs (closed user groups) were used to share ideas or address such problems. Also, the interviewee mentioned that 994 is used for external customers to solve their top ten problems or entertain urgent issues by calling 994 and telling the customer about the problems. Then our staff members fixed these problems. Furthermore, bulk SMS was used for the vast number of Ethiopians using the service.

About the use of email as a communication instrument in Ethio-Telecom interviewee #5 pointed out that the Ethio-Telecom email was the most utilized tool. The company owns Outlook email specially used among the internal employees to exchange information with organizations.

The interviewee also stated that,

“Email used to deliver a vast amount of information to many employees at once. It is the fastest and easiest way to keep your workers informed, create awareness, and promote your products and services”.

Hence, electronic email was the most effective method of communication in Ethio-Telecom. According to the interviewee, when people arrive at the office their first task was to check their e-mail. The researcher also observed that email was the primary means of communication in the Ethio-Telecom organization.

In general, among several organizational communication instruments, social media (Facebook, Telegram, WhatsApp, LinkedIn, Twitter, and Instagram), Email, Advertising both outdoor and indoor Ads, and Telephone were frequently and widely utilized. However, the other instruments especially face- to face communications; meetings, press releases broacher, and posters were not extensively and regularly exploited. Due to the development of digital communication paperwork was reduced.

The researcher recognized that there were challenges in using organizational communication instruments in Ethio-Telecom. Most of the tools used were digital or social media. This has the drawback of reducing the human elements of social or face-to-face communication with the communication division employees. The other main problem the researcher observed was as the Ethio-Telecom mostly used digital instruments/tools; it neglected the non-social media users' rural customers.

In addition to the main tools of organizational communication within the communication division, we need to evaluate the other supported instruments of organizational communication that effectively delivered the instruments within CD such as corporate information and influence, or percussive messages. Because the content, the quality, and channels or instruments selections, timings, and selected the targeted audiences are one of the major necessary issues for implementing OC instruments/channels with CD as well as the organizations.

As the findings of this study indicate, Ethio-Telecom has not yet developed well-developed organizational communication information practices within its communication divisions. Information is communicated one way between corporations and the public via social media platforms the companies to promote their products and services.

Besides distributing information to the public, the company did not specify the source or the timing for different audiences, such as children, the elderly, or youth. Regarding this, interviewee #6 also stated, that due to the accessibility of smartphones/ digital media, communication experts should take into consideration media selection, timing, and skills for the generation and the internet age, when delivering the information. The interviewee also suggested remaining up-to-date and providing options for customers who do not use digital media.

However, in name only indeed two ways communication is implemented in Ethio-Telecom. It tried to evaluate how they deliver information to their customers about the products and services their company provides. According to interviewee two, Ethio-Telecom performs times of pre-and post-information delivery; hence, the customer's feelings should be assessed frequently to deliver sound and coherent information; but such a trend was uncommon in Ethio- Telecom.

According to (Tukiainen, 2001) information is an extracted category concerned with content, quality, timing, and structure. It is essential for employee job satisfaction during practice and reorganization.

Therefore, Ethio-Telecom implements information as a communication instrument, but there is no well-developed quality, content, and timing of the information for the targeted audiences. The findings indicate that the communication practices are mostly digital-based and do not include non-digital media users. They do not take good care of the targeted audiences not to bother about the contents and quality of the message. They gather feedback from customers and try to re-send feedback only to the users via social media. Non-digital media users are ignored.

The findings show that Ethio-Telecom had a well-developed practice of organizational communication instruments of influence because of its monopolistic nature which makes it a role model. It influences top leaders in the corporate communications division very much; it is also an influencer top leader of corporate communication departments in the organizations or the public.

Concerning the issue of instruments of influence in organizational communication, interviewee #7 replied as follows:

“The purpose of influence or persuasive messages in Ethio-Telecom is for the external audience to encourage public involvement with our company's practices or to promote our products and services. It also aims to create awareness for new products such as Tele birr, Asham Tele, and other services that the company provides”.

Furthermore, this interviewee also stated that the top leaders (CEOs) of the corporations were the most influential as a result of the monopolist nature of the organization. Telecom executed its practices and tasks without interruption and unwanted harassment. Similarly, the influence was used to lobby the external public about the general operations of the communication division as well as the organizations. Due to the digitalization age, everyone knows Ethio-Telecom practices and services for these communication instruments play a major role.

Therefore, Ethio-Telecom is a monopoly corporation in Ethiopia. It had very influential PR. It had a well-developed instrument of influence that is practiced day to day in its communication division.

4.4. Communication Technologies to Ensure Effectiveness of Organizational Communication

At this stage, communication technology fills a crucial role in supporting organizational communication practices through data communication, acting as a source of information, a means of transmission, and a connector, as well as an enabler of communication if the language formats are similar (Greenbreg, 2011).

The present study found that the implementation of communication technologies for organizational communication practices in Ethio-Telecom was effective. The interviewees provided their reflections concerning the utilization of technology as a means of communication (CMC) for organizational communication practices in Ethio-Telecom. It is presented as follows.

According to interviewee #5, CMC is primarily related to Ethio-Telecom since it offers CMC service. It makes it a better option for organizational communication practices. Accordingly,

there is a digital communication department that manages social media platforms and is located at the manager level. Furthermore, the department makes use of bulk SMS and Outlook emails to market Ethio-Telecom products and services. Hence, communication-mediated technology in general and our digital communication, in particular, appears to be a positive development.

In the same vein, informant #1 also stated:

“Thanks to the internet, as well as scientific and technological advances, we are now forced to pay more attention to digital communication, which we are trying to do. Concerning using CMC for OC effectiveness in Ethio-Telecom considerable efforts are made. For example, the payment of the bill collection was once paid in advance, but now there are digital platforms of payments like mobile banking, Tele birr, and Asham Tele used for this purpose. Digital technologies such as social media platforms, Outlook emails, CUG (closed user groups), intranet portals, and bulk SMS are moderately used to support OC practices in Ethio-Telecom (Excerpt of an interview on 19, April 2022)”.

Furthermore, the interviewee added that the use of communication technologies in Ethio-Telecom was done effectively. This is because the day-to-day practices of corporations and their communication divisions discussed above were done using digital technologies with CUGs, which allowed a group of workers within an institution to communicate. There were numerous benefits to organizations, as subscribers could make and receive calls between themselves and members of the group, on both post-paid and pre-paid plans. This was not Gmail or Yahoo; it was rather the outlook email used by Ethio-Telecom, as well as our intranet portal, which was used by only internal staff to exchange ideas, experience, and any problems within the organization to be able to resolve them through use of such a portal.

4.4.1 Techniques of Communication Technologies

According to (Greenbreg, 2011) different forms of computer-mediated communication can be done by comparing how communication occurs in synchronous or asynchronous ways. Synchronous communication techniques are a form of communication in which the parties can send and receive messages simultaneously whereas asynchronous communication techniques are a form of communication in which the parties must send and receive messages sequentially.

Concerning platforms of communication technologies, Interviewee #3 mentioned, Ethio-Telecom used both synchronous and asynchronous communication technologies platforms in the company, as well as in the company's communication divisions. However, the communication technologies' platforms were utilized differently depending on the context of the company's communication or whether the corporation's communication division uses the platforms.

“The Microsoft team employs synchronous techniques to connect with CEOs, CCOs, managers, and experts. It is practiced in person or through the use of physicality to discuss the practices of communication with corporations. As of today, Microsoft Outlook email, CUGs (closed user groups), Telegram channels, and bulk SMS are becoming increasingly popular for the asynchronous platforms of Ethio-Telecom to ensure that organizational communication practices with their communication division and with the corporations are effective (Excerpt an interview on 19, April 2022)”.

Hence, Ethio-Telecom has used both synchronous and asynchronous communication technologies platforms for their organization's communication practices in the corporations as well as their communications division. Therefore, to effectively implement organizational communication practices within the communication division, the most common and well-developed platforms of communication technologies are outlook email, internal Telegram channels, and the CUGs are the pillars.

4.4.2. Negative and Positive Impacts of Technologies as Means of Communication

According to Greenberg, cited in Winarso (2018), the use of computers as a means of communication has both positive and negative effects. In particular, the internet has a profound effect on a person's interpersonal skills. If a person uses it to its fullest/wisest potential, it can be used as a complement to work and as a means to further enhance their lives.

Regarding the negative and positive impacts of technology as a means of communication in Ethio-Telecom, interviewee #4 mentioned that;

The corporation is a technology company, and that technology or digital communication is a key factor to run the business efficiently. This interviewee also stated that only corporations are utilizing technology effectively. Almost every aspect of the day-to-day activities is connected to technology with all staff members having laptops, desktops, and online software without the need to install drivers. Otherwise, every communication activity takes place on the internet. As an example, if one staff member is sick, the top manager may ask online for the staff to fill out systems and to go to the hospital as well as bring medical evidence and deliver that evidence back to the manager online. Even staff performance evaluation is done online by top managers or directors.

Informant #3 response is also similar:

“Technologies as a means of communication are used in Ethio-Telecom with no negative side effects. Due to the accelerated pace of our work, our activities are conducted digitally using Outlook email, bulk SMS, and CUG. In addition, social media (such as Facebook, Telegram, YouTube, and Twitter) are also imperative tools for effective organizational communication practices (Excerpt of an interview on 19, April 2022)”.

However, this interviewee pointed out the limitation of social media technologies. That is, on a personal level, individuals are detached from social contact or face-to-face communication due to the use of social technologies as a means of communication. For instance, Facebook was meant to connect the remote family members, but it is used to separate them on the inside. Technologies as means of communication do not have negative effects on an organizational level because they facilitate and reduce human effort.

Nonetheless, they can sometimes be problematic at the country or community level due to power interruptions of electricity, poor networks, or lack of infrastructure for laptops and desktops. On the other hand, examples of traditional communication, such as face-to-face communications, meetings, and get-togethers are essential to developing team spirit and good relationships for the organization as a whole. These qualities are all positive.

A similar statement was made by interviewer #7:

“Regarding the importance of digital media, which was difficult to reach out to diverse audiences in the past, the current development of digital media simplified addressing a diversified audience in a diversified world at the right time in rural and urban areas”.

In general, regardless of the variations in the forwarded opinions of participants of the study, both negative and positive impacts were felt to be existing in the Ethio-Telecom. However, the majority of the respondents were positive about the use of technology as a communication method because of the move towards the better utilization of CMC for organizational communication practices. Every type of technology is more and more digitalized than ever before.

4.5. Challenges of Organizational Communication Practice in Ethio -Telecom

According to (Cheney, 2001) organizations are increasingly expected to alter their internal structures, processes, and relationship with their markets to adapt to economic pressures. As a result of the constant changes in structures, processes, and relationships, communication processes are also constantly changing to reflect and create those changes. Since an organization's breadth and complexity lead to communication processes that range from individual to mass, organizational communication covers the same spectrum of communication as the field of communication as a whole.

The findings indicated that as a consequence of poor or ineffective organizational communication practice, there were several challenges. These are less productive, dissatisfied, demoralized employees, absenteeism, and quitting employees besides the lack of common vision which contributed to the ineffectiveness of the organization.

Organizational communication has many benefits to rely on in many ways. Yet there are challenges in the implementation. The researcher has discovered the following impediments to implementing organizational communication practices in the Ethio-Telecom.

According to interviewee #2, there was no delegation of information given on behalf of the top official; or the right was given to the CEO or chief communications officer without the consent of that top management at the time of the interview.

In this regard, interviewee four pointed out that:

“Organizational communication can be challenging in Ethio-Telecom because most experts and professionals from commercial schools tend to focus on marketing roles and neglect communication and public relations roles as if communication is all about commercial areas and promotional elements (Excerpt an interview on 28, April 2022)”.

In addition, the interviewee pointed out that communication and public relations work was related to events and exhibitions promoting products and services; but they were also distinctive functions of organizations that help build a rapport with the public and the employees to accelerate the organization's work. This corporation, however, did not play the role of communications or PR and it concentrated only on maximizing profits by promoting and selling products and services. As a result, practicing organizational communication can be very challenging in Ethio-Telecom for there was bias in the recruitment of professionals (only from commercial school backgrounds); revenue was not generated and sidelining or excluding communications experts.

As for the challenges relating to OC practice in Ethio-Telecom, interviewee three also explained that workers were not given professional freedom and were not encouraged to be creative. There was a lack of trust in high-level officials as well. In addition to that, communication workers were not given technical training. In the company's conservative processes and procedures, the practice of organizational communications made working difficult as the company is exclusively government-owned. As the company is centralized, its management must always wait for the top leaders' decisions or approvals before providing immediate feedback (Excerpt of an interview on 28, April 2022).

A further explanation is offered by interviewee #1:

“Organizational communication tasks have no lead time and those communication strategies and practices change regularly to fit the market areas. Nowadays, due to the growing competition in the market area, Ethio-Telecom customers are using progressively more services and products in cases of urgent and unexpected tasks for employees. These hinder effective and efficient organizational communication practices in the communication divisions (Excerpt of an interview on 28, April 2022)”.

Finally, interviewee three disclosed that the monopoly nature of the corporation was a major challenge. Moreover, the fact that there are different work areas within the corporation, such as Mekele, Ambo, Bahir Dar, and Nekemet, zonal levels namely Bole, Kazanchis Megnagna, Jemo, and Arda, and corporate levels in Melka, Eywoer, and Tracon made performing collaborative communication tasks in such a diverse work area challenging. This explains the Ethio-Telecom organizational communication practice. Thus, a lot can be done at least to minimize the magnitude of the challenges described above.

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Summary

This study aimed to examine the practice of organizational communication at the Ethio-Telecom Communication Division. The study was guided by four research questions on the organizational communication directions, the degree of effectiveness of organizational communication practice, instruments of organizational communication used in the Ethio-Telecom communication division, and challenges of practicing organizational communication in the Ethio-Telecom communication division. A qualitative research approach was employed with the use of a case study research design. Purposive sampling was used to select ten communication employees of the corporation whose jobs are directly related to the profession. Communication tools or materials produced and disseminated online by the corporation's communication and public relations department were also taken as the main data of the study. The instruments of data collection were in-depth interviews, document analyses, and non-participant observation. The data were presented and analyzed using a method of content and thematic analysis.

The major findings of the study are as follows:

- ✓ The organizational communication directions that are used in the Ethio-Telecom's communication division include directing actions, coordination or linking, relationships, explaining organizational cultures, inter-organizational linking, presenting an organizational culture, and generating and promoting ideas and values. However, the directions of coordination or linking, directing actions, generating, and promoting ideas or values were not extensively and regularly used.
- ✓ Ethio-Telecom uses technology in an encouragingly effective way due to its move towards utilizing CMCs for organizational communication practices. Everything is becoming more and more digital nowadays. Communication technologies are used effectively in the organizational communication practice because the day-to-day practices of the corporation as well as the communication divisions make use of it in a well-

developed way. The corporations as well as their communications divisions utilized their digital platforms for daily activities, because of the scientific and technological advancements of digital communications such as Outlook email, CUG (closed user groups), intranet portal, and bulk SMS. However, on a personal level, digital communication technologies may impact customers and citizen's detachment from social contact or face-to-face communication by relying too much on social technologies as a means of communication.

- ✓ The organizational communication instruments used by Ethio-Telecom were advertising, email, website, and banner, posters, Broachers, outdoor ads, social media (Facebook, Telegram, Youtube, Instagram Whatsapp, Twitter, and LinkedIn), Telephone, mainstream media (TV and Radio), Press release and face to face communications. However, utilization of these organizational communications instruments varied depending on the company's communication contexts, such as time, product, and service types. Some of the organizational communication instruments were frequently utilized and the others were occasionally employed. Hence advertising was the most frequently used organizational communication instrument. Social or digital media was also the most widely/ commonly used and most commonly exploited organization communication tools in Ethio-Telecom. However, it encountered a challenge in driving technological development and displacements of the organization for the sake of implementing face-to-face communications within the organization it's being monopolistic. Furthermore, when we observed from the perspective of the OC instruments of meeting and face-to-face communication the entire organizational communication practice in Ethio-Telecom is ineffective.
- ✓ The challenges of practicing organizational communications in Ethio-Telecom were lack of collaborative work, communication strategies were regularly practiced to bring change that to achieve only market value to maximize profit but not to create mutual understanding and build mutual interest of the organizations and its public. There was also a lack of professionalism (professionals' educational backgrounds are particularly from the business management, accounting, marketing, and economics fields). Communication or Public relations duties were ignored or taken for granted as others

from the commercial school background can fulfill them. There was a lack of professional freedom, lack of trust from high-level officials, and lack of technical training among the employees. The professionals were not encouraged to be creative in the communications department.

5.2. Conclusions

Organizational communication practice has improved some of the directions used for organizational communication and in incorporating technology into the use of organizational communication practices to achieve their effectiveness. Nevertheless, some challenges were a trap that prevented a full-fledged practice of organizational communication among the staff of Ethio-Telecom, regardless of the positive perceptions of the current practice of organizational communications.

There have been some improvements in the use of organizational communication directions like relationships, explaining organizational culture, inter-organizational linking, and the present organizational image, even though other communication directions have not been well utilized, such as coordination and linking, directing actions, generating, and promoting ideas.

In Ethio-Telecom, both synchronous and asynchronous communication technologies platforms were used by their organization. It has been found that the communication practices of organizations have become highly digitalized, and everything is becoming increasingly digitalized. It reduced the efforts of the employees within the division.

Ethio-Telecom as an instrument of organizational communication of social media and face-to-face communication were used to promote products and services, since having a good social connection with the community made it much easier to market and sell their services and products. In implementing face-to-face communication and mainstream ads it faced challenges in driving technological development and displacements of the corporations. And also, due to the monopolistic nature of the Ethio-Telecom, professionals have used organizational communication instruments very often. Since it was a recognized company even by the top management level and few competitors in the field of service provision; it has become a well-known and influential company. In addition, Ethio-Telecom's entire organizational communication practice was slow

and required considerable effort from the perspective of the OC instruments of face-to-face communication, meeting, and mainstream media (TV and Radio).

In general, the findings suggest that OC was implemented in Ethio-Telecom with tangible efforts despite the lack of building collaborative work with the other four departments. For that reason, a considerable effort will be needed in the times to come to bring and maintain sustainable and impressive development in the entire business activities of the Ethio-Telecom by reinforcing the achievements in OC practice.

5.3. Recommendations

According to this study, there have been some changes in organizational communication practices in the Ethio-Telecom; however, much work is to be done in the future to achieve effective and collaborative communication practices with communication divisions as well as the corporations. Most of the interviewees had a positive view of organizational communication. Ethio-Telecom should move forward with organizational communication thinking that includes examining its mission, vision, and values.

The following are recommendations suggested by the researcher based on the findings of the study.

- It is highly recommended to make comprehensive planning on organizational communication; for example, the communication divisions should develop their organizational communication plans as effectively as possible, using scientifically oriented approaches.
- Organizational communication directions had a fragmented organizational structure. They should be integrated to have a better OC practice in Ethio-Telecom than ever before. For example, marketing communications and brand management communications are part of communications, but they were not collaboratively organized; so they should be incorporated together within the OC division.
- Employees should have the professional freedom to make them creative and competent enough in their professions of communication.

- The four departments within the communication divisions of corporations should be given equal opportunities because without communication none of the corporation's operations can be functional.
- A blockage between top managers of the communication divisions as well as between corporations of CEOs, CCOs, and managers below them should have been removed.
- They should regularly evaluate organizational communication practices as well as the products and services of corporations. There is a need to gather feedback from customers via our official social media sites including Facebook, Outlook e-mail, (994) call center service, and other channels of communication with expected digital and non-digital media users.

Generally, the Ethio-Telecom should have to follow a two-way communications approach because a lot of the information exchange was one way from the top to the bottom. They should have to have a two-way information interaction from the top to the bottom as well as from the lower level to the top to boost the efficiency of organizational communication practices.

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APPENDIX

I would like to thank you for taking the time to my study. I am currently a graduate student at Addis Ababa University- School of Journalism and Communications, as partial fulfillment for the Master of Arts in Public Relations and Strategic Communications. I am conducting a research study titled “*Assessment of Organizational Communication practice: The case of Ethio-Telecom Communication division*”. Accordingly, I would like you to share your experiences regarding the issue under study. In doing so, your participation is anonymous and the shared information will be used only for the research purpose. Thank you very much for your participation.

General Information

- ✓ Could you tell me your name, please?
- ✓ What is your level of education?
- ✓ What is your age?
- ✓ Could you tell me your position in the organization where you are working?

Part One

Interview Guiding Questions on the Assessment of Organizational Communication Directions

1. What are the challenges of practicing organizational communications in your organizations?
2. which organizational communications directions are used in your organizations
 - A, Directing actions
 - B, Coordination or linking
 - C, Relationships
 - D, Explaining organizational culture
 - E, Inter-organizational linking
 - F, presenting an organizational image
 - G, Generating, promoting ideas and values

3. How do organizational communication directions are in your organizations?
4. To what extent organizational communication practice is effective in your organizations?
5. What do you think should be done for improving organizational communication practice in your organization?

Part Two

Interview Guiding Questions on Communications Technologies are used for the Effectiveness of Organizational Communication Practice

1. Would you please explain how do communications technologies are used for the effectiveness of organizational communication practice in your organizations?
2. Which communication technology is frequently used in your organizations?
3. How do you explain the negative and positive impact of technologies as a means of communications in your organization?

Part Three

Interview Guiding Questions on the Instruments of Organizational Communication

1. Would you please explain which instruments of organizational communication are used in your organizations?
 - A. Advertising
 - B. Social or Digital Media
 - C. Face-to-Face Communication
 - D. Meeting
 - E. Telephone
 - F. Electronic Mail
2. Would you explain please which instruments of organizational communication are the most applicable for the effectiveness of organizational communication practice in your organizations?