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Addis Ababa University
College of Social Sciences and Humanities
School of Journalism and Communication

**The Effectiveness of Organizational Communication on Employees' Motivation: Ethiopian
Police University College in Focus**

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July, 2020 G.C.

Addis Ababa, Ethiopia

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(Since 1950)



**Thesis Submitted to School of Journalism and Communication in Partial fulfillment of
Master's Degree in Public Relations and Strategic Communications**

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July, 2020 G.C

Addis Ababa, Ethiopia

Declaration

I, the undersigned, pronounce that this thesis is my original work and every one of the wellsprings of materials utilized for the thesis has been properly recognized.

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Approval

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Abstract

Now a day, organizational communication is a complex and continuous Processes through which organizational members create, maintains, and change the organization. Moreover, organizational communication uses to motivate employees' and attain the goal of the organization. The main objective of the present study was to investigate the extent of effectiveness of organizational communication on employees' motivation in Ethiopian Police University College. To this end, both qualitative and quantitative research methods were employed in combination to realize the stated objective. Specifically, survey-questionnaire and in-depth interviews were employed to collect the necessary data and information. Questionnaire as a method of survey employed as a scientific instrument to obtain data from 138 selected samples in Ethiopian police University College. Also, the researcher conducted semi-structured interviews with 5 samples of top level managers to understand their ideas and views. Purposive sampling method was employed to select samples for interviewees. Accordingly, for survey questionnaires, the researcher used simple random sampling method. Based on the empirical data, this research also found out that the organizational communication of employees' 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 open system of communication and motivation for their employees. The University College must practice feedback oriented communication to the employees'.

Keywords: effective organizational communication, effective communication channel, employee motivation

Acronyms

BSC - Business Score Card

Covid 19- Corona virus disease 2019

E-Mail- Electronic mail

EPUC- Ethiopian Police University College

HRM- Human Resource Manager

IBM- International Business Machines

IRBs - Institutional Review Boards

OC- Organizational Communication

SPSS- Statistical Package for Social Science

List of figures

Flowchart 1: organizational communication flow.....	12
Flowchart 2: conceptual framework.....	26
Flowchart 3: Flow chart 3-.Herzberg's two-factor theory.....	27
Figure 1. Sample size determination of Carvalho (1984).....	30
Figure 2. Pilot test Reliability Statistic of cronbach's Alpha result.....	33
Figure 3. Sex of the selected respondents in EPUC.....	35
Figure 4. Age by percent selected respondents in EPUC.....	35
Figure 5. Education frequency of the respondents.....	36
Figure 6 .Years of Service of the respondents.....	37
Figure 7 .Position of selected respondents in EPUC.....	37
Figure8.Immediate boss welcomes their feedback to express their thoughts.....	38
Figure 9. Relationship with their immediate boss makes easy during problems.....	39
Figure 10. Top management providing information for their employees.....	39
Figure 11. Employees' afraid to express ideas due to never get credit for that.....	40
Figure12. Message clarity they received from their immediate boss.....	40
Figure 13, Managers acknowledges employees' through communication.....	41
Figure14. Clarity of information from other departments.....	42
Figure15 . Consistency of information received from other departments.....	42
Figure 16 . Clarity of directives comes from top management.....	43
Figure17 . Accuracy of information receives from their immediate boss.	43
Figure18.Employees'receiving information from the sources they prefer,.....	44
Figure 19. Measuring of communication channel.....	44
Figure20. Employees' recognizing for their good performance.....	49
Figure21. Employees' feeling of working condition communications clarity.....	53

Figure 22. Employees' relations with their superior.....	54
Figure 23. Organization helps employees' in all possible way to know their abilities.....	54
Figure24 . Feeling of Employees' comfort by managers communication	55
Figure25 . Consistency of working condition communications.....	55
Figure 26 . Calls form management to give response for employees'	56
Figure27, Added responsibility to employees' is motivating	57

Table of Contents

Declaration	i
Approval.....	ii
Acknowledgements.....	iii
Abstract	IV
Acronyms.....	v
List of figure.....	vi
Table of content.....	viii
Chapter One.....	1
1. Introduction.....	1
1.1. Background of the study	1
1.2. Statement of the problem	4
1.3. Objectives of the study.....	6
1.3.1. General Objective	6
1.3.2. Specific objectives	6
1.4. Research Questions.....	7
1.5. Significance of the study.....	7
1.6. Scope of the study	7
1.7. Limitation of the study	8
1.8. Organization of the study	9
Chapter Two.....	10
Review of Literature	10
2. Organization and Organizational Communication Definition	10
2.1. Definition of Organization and its Concept	10
2.2. Organizational communication definition and its Concept.....	12
2.3. Internal Communication in the organization.....	13
2.4. The Role of Internal Organizational Communication for employees'	14
2.5. Direction of organizational communication.....	15
2.5.1. Upward communication.....	15
2.5.1.1. Effective upward communication in the organization	15

2.5.2. Downward communication	16
2.5.2.1. Effective downward communication in the organization	16
2.5.3. Horizontal Communication.....	17
2.6. Channels of communication.....	18
2.6.1. Face-to-face communication.....	19
2.6.2. Notice Board	19
2.6.3. Internal publications/Magazines	19
2.6.4. E-mail.....	20
2.6.5. Website	20
2.6.6. Meeting	20
2.6.7. Broachers	20
2.6.8. Telephone.....	21
2.7. Effectiveness of organizational communication channels	21
2.8. Measuring Effective communication	22
2.8.1. The 7 Cs of Communication	22
2.9. Definition and Concept of Motivation	23
2.9.1. Types of Motivation.....	25
2.9.1.1. Intrinsic Motivation.....	25
2.9.1.2. Extrinsic Motivation	26
2.10. Effective communication and Motivation.....	26
2.11. Theoretical Framework	27
2.11.1. Systems Theory.....	27
2.11.2. Frederick Herzberg's two-factor Theory of Motivation	28
2.12. Conceptual Framework	29
Chapter Three	30
3. Research Methods.....	30
3.1. Research Design.....	30
3.2 Research approach	30
3.3. Mixed methods.....	30
3.4. Source of Data.....	31
3.4.1 Primary Data sources	31
3.4.1.1. In-depth Interview	31

3.4.1.2. Questionnaire	31
3.4.2. Secondary Data Sources.....	32
3.5. Sample size and sampling Technique	32
3.5.1. Sample size	32
3.5.2. Sampling Technique	33
3.6. Data Collection Procedures.....	33
3.7. Data Analysis Procedure.....	34
3.8. Pilot Test	34
3.9. Ethical Consideration.....	35
Chapter Four	37
4. Data Presentation and Analysis.....	37
4.1. Introduction.....	37
4.2. Quantitative data analysis	38
4.3. Measuring communication effectiveness.....	41
4.4. Measuring motivation	52
Chapter Five	57
5. Summary of Findings, Conclusions and Recommendations.....	57
5.1. Summary of Findings.....	57
5.2. Conclusions.....	57
5.3. Recommendations.....	60
References	61
Appedexs.....	

Chapter One

1. Introduction

1.1. Background of the study

Organizational communication as an academic discipline includes the study of symbols, messages, media, interactions, relationships, networks, persuasive campaigns, and broader discourses within an organization be it a corporation, governmental agency, religious institution, social movement, or the like (Cheney et al., 2004:7). Organizational communication as a social process that provides contact and information exchange between both departments and units of an organization and an organization's environment for the purpose of operation of organization and accomplishment of the organization's objective (Ince ,2011:107). From the above definition, the researcher understands that organizational communication is a social process and it is the exchange of ideas, beliefs and information within the organization by its employees. These ideas, beliefs and information were important to accomplish the organization vision, missions and goals.

Organizational communication involves and affects every employee, and contributes to the success of the organization. Failure to address these processes affects employee morale and motivation since they contribute to an employee's sense of belongingness and shared ownership (Gilley and Gilley, 1998:91). Therefore, an organizational communication involves every employee and affects them, and contributes to the organization's success. Failure to address these processes affects the morale and productivity of employees as they lead to a sense of belongingness and mutual ownership of employees. To keep employees focused, productive and committed, internal organizational communication has to be clear, concise, and consistent. This will educate the employees and enables them to value their organizations' vision, programs and goals (Essays, 2013:19). From this we understand that internal organizational communication has to be clear, concise and consistent to keep employees focused, productive and engaged. This will educate the employees and allow them to emphasize the vision, programs, and goals of their organizations.

To achieve better outcomes, we need better communication. Thus, communication is a vital element to any organization, small or big, local or international, actual or virtual. It involves exchanging information; information necessary to coordinate activities among various members of the organization. Some would argue that communication creates the form and shape of organizations (*Smith & Mounter, 2008:67*).

Organizational communication is divided into three main dimensions: communication with coworkers, communication with managers and organizational communication policy (Yildirim, 2014:102). Organizational communications serves four major functions: control, motivation, emotional expression, and providing information (Scott & Mitchell, 1976:72). Since organizational communication is used as motivational function, it is important to discuss issues related to the employees' interaction in the organization in different departments and with their managers. This is important to know the level of employees' satisfaction based on managers' communication as well as the organization goal achievement.

Jurkovic (2012:389) states that, if an organization wants to operate successfully, it needs to maintain control over its employees, stimulate their work, allow them to express feelings and organize decision making. Each communication interaction that takes place within the organization carries out one or more functions. The employees think of that the higher level and the middle level managers are communicating in an efficient manner: it motivates them to perform better and develop a team spirit which is very essential for the smooth functioning of the organization. A motivated employee is an appreciated asset which delivers immense value to the organization in maintaining and strengthening providing services and revenue growth as well as to achieve the mission and vision of the organization.

In connection with this, Goetsch and Davis (2010:37), argues that effective organizational communication includes understanding and acting on the message sent between employees and it may require motivation, monitoring, and leadership from managers. Therefore, effective communication in an organization refers to well-defined lines of communication, smooth transfer of information between departments and employees, analysis of information linked to decision-making, internal communication within the organization and others. The focus is therefore not on

the communication skills of employees and managers, but on the transfer of information within the organization and designing information for the employee's motivation.

Finally, this study is intended to assess the effectiveness of organizational communication on employees' motivation. The study also sought to inform high level managers, middle managers and the lower level employees' of the organization under review to understand and increase its employees' motivation with related to their communication level and to design appropriate mechanism they become effective in organizational communication.

The Ethiopian Police Force was established by proclamation No. 6 of 1942 as the law enforcement public organization of the country in accomplishment of the objectives crime prevention, preservation of peace and security of the nation. Since its establishment, the police force has increased its force and the number of its stations to meet its objectives. With the growth of modernization and the development of societies in various aspects of life has resulted in the complexity of crime. This in turn required competent police officers. Accordingly, the number of officers and police stations increased through time. These situations contributed to the establishment of the Abadina Police College in October 1946 which is currently named by the Council of Ministers regulation number 132/2007 as Ethiopian Police University College.

After the establishment of the university college by the Council of Ministers in 2007, the University College has the following objectives according to the regulations;

- To produce police specialties and leaders who are loyal to the Ethiopian constitution and professional qualification;
- To cultivate, expand, preserve and transmit knowledge pertaining to the profession of police;
- To strengthen and expand police educational and training capabilities and executives;
- To enhance the effectiveness of police training endeavors;
- To speed up the improvement and modernization process of the police services;
- To assist the public in reducing vulnerability to crime and accidents;
- To contribute in the institutional image building of the police.

The university college is located North Eastern of the capital city of the country and found at Sendafa town of Oromiya Region .It is 39 km. far from Addis Ababa.

In its 73 years' of experiences, the University College has graduated students in different programs such as three rounds of advanced Degree program with specialization of Police management, Crime prevention and Crime investigation programs, three rounds of Generic degree program, 10th round Post graduate diploma, 43th rounds of regular diploma, as well as it carried out plenty of short term capacity building trainings in different policing and leadership areas. Moreover, currently the university college is delivering master's program in Criminology and Criminal Justice System EPUC annual report (2011).

Beside this, in its long experience, the University College has continuously amended, increased and revised its programs, changed/ advanced its curricula, improved its training and educational methodology, advanced and increased the number of its admissions, extended its internal and external relations with police and non-police academic institutions, changed its organizational structure, made an effort to improve its human capital, and increased its staff and infrastructural capacity to meet the dynamic interest of the country. Now a day, the university college has amended its structure with four vice presidents, seventeen directorates and fifty two divisions. From the above data three vice president, fourteen directorates and twenty six programs were academic positions and the rest were nonacademic positions. According to Human resource report (2012) the university college has 905 employees. Among this 165 were academic staff and 740 were supporting staff employees'.

1.2.Statement of the problem

Organizational communication, in today's organizations has not only become far more complex and varied but has become an important factor for overall organizational functioning and success. To enhance better communication in the organization, employees' motivation is a crucial element that is under taken by the organization. The way organizations communicate with its employees is reflected in morale: develop trust, mutual understanding and striving for the organizational desired goals.

The effectiveness of organizational communication on employee's motivation within different organizations can be measured in terms of the relationship between the employer and the employee. This relationship should create mutual understanding with a view to facilitate the employee to identify themselves with their work. Moreover, it can create well-defined lines of communication, smooth transfer of information between departments and employees, analysis of information linked to decision-making, internal communication within the organization.

Ethiopian Police University College is the only University College in the country and in Eastern Africa to provide police science education. In order to promote the University College in the national wide and as the continent of Africa, it requires effective organizational communication with motivated employees in the institution. According to Goetsch and Davis (2010:38) effective organizational communication includes understanding and acting on the message sent between employees and may require motivation, monitoring, and leadership from managers.

Effective communication in an organization is essential because if no communication is taking place in an organization ,everyone does what they may think is 'right' which is relative and sometimes can lead to serious detrimental effect. Communication is the backbone for organization's success (Neilson, 1997:16-22).

Therefore, the researcher is initiated to conduct this study to investigate the level of effective communication in the organization for motivation because employees' motivation through organization communication has been highly dilatory based on the researcher observation in the study area. In connection with this, studies on factor affecting police officers work motivations were conducted by Gizachew(2009) and Berhanu (2008) cited in Berehehun (2016:5) finding indicated that lacks of organizational communication in Federal Police administration sector was great negative impact on employees' motivation. Due to this, employees were complaining to the organization a number of issues such as they aren't praised, recognized, rewarded, promoted, and enhanced of teamwork on their work through communication and other motivating factor for conducting this research. Moreover, the study was basically studied in the view of management concept but the current study was depended on the concept of organizational communication.

In line with this, research conducted on the causes of employees turnover by Melku Mengiste(2017) indicates that employees are not satisfied with the promotion opportunity and pay systems policy of the organization and supervision style of the management, and their social relationship within the university college. Therefore, this problem is directly related to the overall practice of organizational communication in the University College. The organizational communication efficiency and effectiveness highly depend on the managers' ability to send messages inside and outside the organization with maximum efficiency (Zagan, 2007:61). These messages are sent throughout various channels and follow different directions. Therefore, the above empirical studies were focused on the aspects of management related to motivation and job satisfaction of employees' and also they applied motivation theories. This study was designed to study in the aspects of organizational communication.

Yildirim (2014:70) argued that to achieve effective communication, proper channels between managers and employees have to be built up, which eventually contributes implicitly to the overall performance of organization. Currently, internal communication is commonly recognized as "the key to organizational excellence and effectiveness" (Grunig, 1992:19). Hence, to manage the existing problem of the employees and to motivate them for better performance, effective communication practices will become more important to Ethiopian Police University College.

1.3. Objectives of the study

1.3.1. General Objective

The general objective of this study is to explore the effectiveness of organizational communications on employees' motivation at EPUC.

1.3.2. Specific objectives

The specific objectives of this study are;

- Investigate the effectiveness of organizational communication on employees' motivation of EPUC.
- Assess the effectiveness of communication channels used in employees' motivation at EPUC.
- Identify the motivation of employees through communications.

1.4. Research Questions

1. What effective ways used through organizational communication for employees' motivation?
2. Which types of communication channels are used to make employees motivated in EPUC?
3. How employees are motivated through organizational communications in EPUC?

1.5. Significance of the study

The study provided to understand the importance of the effectiveness of organizational communication on employee's motivation and suggests possible solutions that enhance effective communication for the employees' motivation to achieve the goals of the organization both practically and theoretically. This study provided knowledge about various ways of organizational communication to escalating employees' motivation in their work places. The study also was significant to find out the necessary data to allow the top management of Ethiopian Police University College to achieve the future objectives of the organization through effective communication and employee's motivation. Beside this, the study significant for every individual to know how to motivate employees through effective organizational communication and it will be used as a benchmark for other researches on this issue. Moreover, the study adds knowledge to the existing literature on the effective implementation of organizational communication. Finally, the findings of this study initiate further research to be conducted in depth and come up with better understanding on the issues.

1.6. Scope of the study

Thematically, the study dealt with the effectiveness of organizational communication on employee's motivation to achieve the goals, mission, and vision of the organization. System theory and motivational theory are applied in this study.

Geographically, the study is delimited to Ethiopian Police University College; it's an educational setting.

Methodologically, both qualitative and quantitative approaches are employed for collecting and analyzing the data of the research. The triangulation method was employed for checking validity

and reliability of the data. This study focused from November, 2019 to June, 2020 academic year of the University College.

1.7. Limitation of the study

This study has faced many challenges. One of the main challenges is during data gathering process; employees weren't getting in their offices. Some employees left abroad and those communicated over the internet were challenged to get their exact address. Some respondents were not able to return questionnaires in due time and it was a difficult task to wait until all returned as expected. The other big challenge for this study was the outbreak of Covid 19 pandemic in the world and in our country .This Virus is an impediment to get necessary literatures for the study as well as to meet the advisor in face to face situation. Hence, these limitations have a negative impact on the quality of this study.

1.8. Organization of the study

This study is comprised of five chapters. Chapter one deals with introductory part of the study. Chapter two is focuses on a review of related literature. Chapter three dwells on with the research methodology. Chapter four focuses on data analysis and interpretation. The final chapter focuses on conclusion and recommendations of the study.

Chapter Two

Review of Literature

2. Organization and Organizational Communication Definition

2.1. Definition of Organization and its Concept

Organization, by definition is many things to many people. Different scholars do have their own differing ways of understanding and defining the term “organization”. According to Hatch (1997:37), an organization is a social unit that encompasses groups of people that are collected together to work in collaboration for the attainment of organizational objectives and goals. For Senior and Flaming (2006:123), an organization is a coalition of individuals, people or groups who try to influence others to achieve certain objectives by passing through numerous methods and spending technologies in a structured way.

Senior and Flaming differ from Hatch, in defining the term “organization” For Hatch, organization is seen as a social unit having people in it and those people work together to achieve certain goals; however, Senior and Flaming (2006:123) defined what an organization mean by elaborating it as a collection of individuals who not only work for a similar goal attainment, but also requires members of the organization to try to influence others for succeeding their goals.

Miller (1995:43) defined an organization as an entity having five critical features-namely, the existence of a social collectivity, organizational and individual goals, coordinating activity, organizational structure, and the embedding of the organization within an environment of other organizations. Therefore, from the above definition five key considerations while defining an organization; the collection of individuals, the goals that individuals working in organizations and the organizations possess, the structure (not only the hierarchy, but also team structures within the organization) and the existence of the organization in the social environment.

Organizations, for Keyton (2005:31), are the building blocks for a society. Any society’s collective economic change and societal lives are influenced by the ways in which organizations operate. This implies that to bring about a change in the holistic economic and societal arena, the role an organization plays is of great importance.

According to the above definitions, though all the scholars didn’t see and defined the term in a similar way, but the concept could be easily understood by considering some points. This point

like an organization incorporates individuals with shared organizational goals and visions. It requires structural framing, needs to work in the social environment and tries to convince others to the better organizational goal achievement.

To better achieve organizational goals, strategies and policies, an organization needs to communicate them. Sandra (2004:189) clearly puts that without communication nothing takes place in an organization. She pointed out in the argument by saying, people are the in the heart of an organization and communication is at the heart of the people for daily interaction. In this sense communication is decisive and key for organizations. The failure as well as success of any organization highly depends on how it communicates. However, it is specific across organizations depending on the size, the culture and its area of involvement.

According to Weick (2001:63) anyone who is interested to study or make discussion on organizations should keep in mind two basic assumptions to be addressed. The first assumption views organizations as open systems. Any activity taking place in organizations is done through the participation of its members. The members of the organization process and communicate information from both the internal and external sources.

From the above concept we understand that individual members of organizations come and go, but organizations preserve knowledge, behaviors mental maps, norms, values over time. The information organizational members shared and captured get a differing organizational interpretation far from individual members of the organization. Members of the organization (employees) pass the information from one to the other through creating chain of interconnection among them. The process through which employees used to share and exchange information among them establishes an organizational -level interpretation which will also be passed to others for further interpretation.

2.2. Organizational communication definition and its Concept

Organizational communication has a central position in the survival of an organization and plays an important role in all organizational processes (Gizir and Şimşek, 2005:10). It is impossible to achieve any organizational action or management process without organizational communication (Kaya, 1999:27). In an organization where communication is sufficient, the objectives of the organization are expected to be understood and understood properly, and members of the organization are expected to be in a coordinated manner in coordination towards the realization of these common goals (Aydın, 2000:31).

Researches have been conducted out to reveal the significance of organizational communication, which has an extremely basic function in realizing organizational integration by ensuring that all elements in the organization interact with organizational goals (Gürgen, 1997:21). Organizational communication has been identified as a very important determinant of organizational integration and success, and it has been determined that organizational communication also plays a very important role in the organizational change process (Cheney et al., 2000:43).

Organizational communication is based on various approaches such as scientific management, human relations approach, human resources management, system approach and cultural perspective. Each of these approaches highlighted different concepts and definitions related to the phenomenon of communication (Mumby & Stohl, 1996:197). 20th century in the field of organizational communication, which has developed as a discipline towards the end of the year, efforts to identify the area clearly accompany the development of organizational communication. Organizational communication researchers still continue their definitions regarding the future and boundaries of their field (Jensen, 2003:176).

Kreps (1990:98) cited in Ahmed et al, (2017:9) has defined organizational communication as the method employees undertake to gather the right information about their organization and the changes arising within it. Valuable communication informs and instructs all employees at various levels through internal communication in the organization.

2.3. Internal Communication in the organization

Herbst (2007:58) argues that internal communication is an essential part of each organization; its main function is to transfer information. Internal communication within the company is not just a technical process for distributing information for the employees. Therefore, crucial point is employees' with their own emotions, attitudes and relationships should be looked inspiring, something that generates involvement and mutual trust-building process with others in the organization. Good internal communication is necessary to reduce employees' distrust, employees' turnover and other inconvenience in the organization. Participating in different groups, using non-formal type of communication can accomplish good employees' relationship and organizational goal.

In every organization, it is important to show initiative to the employees in expressing their idea, concerns and suggestions (Zivrbule 2015:28). This can be measured as one of the most important steps for the managers to recognize and understand any existing problems presented by the employees. From the above idea the researcher understands that internal organizational communication is extremely important for employees to find themselves with the organization mission, vision and goal. Consequently, important to work done in accordance with the mission and strategic stated objectives of an organization as well for keep harmonious relationship within the organization employees'.

Internal communication effectiveness is measured not only by the exchange of information and satisfaction studies but it can also be measured trough managers interaction with employees by understanding Drafke(2008:126). Therefore, internal communication's central element that managers' and employees' are exchanges of information to build good relationship between them by their own emotions and attitudes for the success of organizational goal.

In terms of internal communication's tasks and functions, Dominick (2012:79) states that one of the tasks of internal communication is to help each employee to understand his/her role in the company, raising awareness of the organization's goals, values, standards and principles, so that employees can make decision by themselves that are in line with the corporate interests of the company.

According to Banihashemi (2011:17), all features and ideas to effective communication in the organization gain in conclusion that channels of communication are one of the most effective ways in a relationship, and qualified managers have to pass through all stages of communication. Therefore, communication is a central component in organizational structure and functioning as well it is the main instrument for attaining integration and synergy to conduct activities of particular units at different levels in the organization. Organizational communication can be horizontal, upward, diagonal and downwards and inspires them to support the organization strategies.

2.4. The Role of Internal Organizational Communication for employees'

Information about the job, organization, environment and others in the organization, all there are provided by internal communication. According to Ahmed and George (2017:6) internal communication in an organization is important to create shared objectives, motivate, facilitate employees' integration, attaining vision, build trust and lay the infrastructure for employee engagement. From the above point, the researcher understands that when internal communication is used effectively in an organization, it can be considered as a method of expressing feelings, share hopes, ambitions, and celebrate better accomplishments and a sense of organizational belongingness by the employees.

Internal communication has a critical strategic role in empowering employees to act proactively, mobilizing entrepreneurialism and motivating innovation. (Mazzei, 2010:87). Also, it motivates employees to share their tacit knowledge, encourage team working, and change the process in which they get things done.(Biraghi & Rome , 2012:67) cited in Ahmed and George(2017:6).

Tench and Yeomans (2006:34) think that the main purpose of internal communication is to build a two-way relationship with internal publics, with the goal of increasing organizational effectiveness. And that some of the main roles of effective internal communication within an organization include the following (Govender , 2014:23) cited in Ahmed and George(2017:8) to support change programs , communicate messages from top management, raise awareness of the organization's priorities, raise or maintain the credibility of the top team, to increase employee

motivation, enhance efficiency and productivity, facilitate feedback and enhance manager's communication skills in the organization.

2.5. Direction of organizational communication

2.5.1. Upward communication

According to Schermerhorn et al. (2011:266), cited in Muley (2019:14) stated that “upward communication is the flow of messages from lower to higher organizational levels”. Therefore, this kind of communication is frequently used in an organization for the purpose of sending information concerned with the employees' opinion, work insight, attitudes and problems that arise from employees in the organization. The structure of an organization should provide room for communication in three distinct directions: downward, upward, and horizontal (Lunenburg & Ornstein, 2008:26). These three directions establish the framework within which communication in an organization takes place.

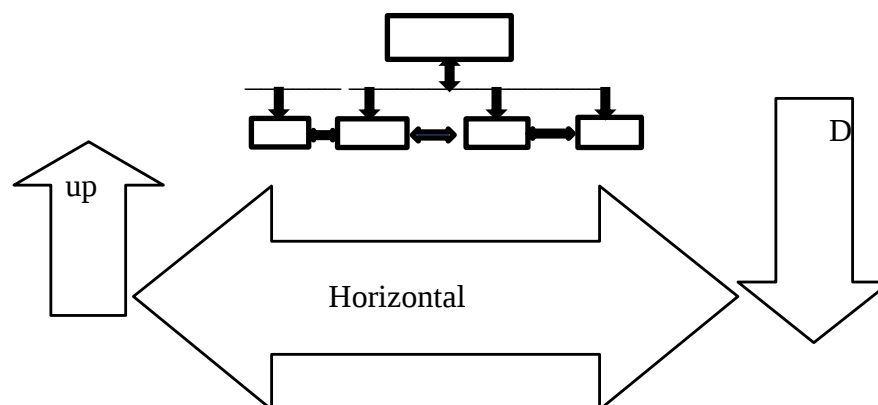


Chart flow 1.direction of communication flow in the organization, source: own researcher understanding, 2020

2.5.1.1. Effective upward communication in the organization

While there is no magic bullet for improving upward communication within an organization Reilly, et.al (2010:21) believes that there are four best practices that all supervisors should engage in: establish trust, use multiple mediums, and decrease barriers. The most important

practice for confirming quality upward communication, is establishing a trusting relationship with one's subordinates and superiors in the organization.

Second, Hirokawa (1979:87) cited in Fikru (2014:20) recommends that managers utilize multiple strategies when soliciting upward communication. Supervisors should use a variety of strategies for increasing upward communication: routine discussion meetings, supervisor's appraisals of individual employees, manager's appraisals of individual supervisors, attitude surveys, employee suggestion programs, grievance procedures, open-door policies, and exit interviews. From the explanation the researcher understand that, every manager have followed different strategies to maintain good communication with their subordinates' to escalating relationship to achieve the vision, mission and goal of the organization.

According to Ibid (2014:20) stated that the third best practice for increasing upward communication is to clearly show that subordinate input is taken seriously. The input of the subordinate is related to feedback.so, employees' become encouraged when they get feedback from their superiors or the feedback is never acknowledged or nothing is done with the feedback by the employees'.

Lastly, Hirokawa (1979:88) cited in Fikeru (2014:22) also recommends decreasing physical barriers between superiors and subordinates in an effort to increase interaction.

2.5.2. Downward communication

Schermerhorn, Osborn, Uhl – Bien and Hunt (2011:26) cited in Muley (2019:13) described "Downward communication follows the chain of command from top to bottom". Ken W. and Elwood N. (1996:42) described that downward communication consists of management directives or information regarding to changes in the work environment.

2.5.2.1. Effective downward communication in the organization

According to Katz and Kahn's (1966:55) cited in Fikeru (2014:24) first, individuals who are engaged in downward communication need to make sure that the information they are sending to those below them is accurate. This means spending a little extra time verifying information and verifies the information before they are sending.

Second, to be certain about the amount of information you are sending along to your subordinates is acceptable and can be verified. Ibid (1966:55) cited in Fikeru (2014:24) say to ensure that you are avoiding communication under load and communication overload, you should do two things filter and ask. The first thing to ensure your subordinates are receiving adequate information is filter out information that is necessary for your subordinates. Filtering out information for one's subordinates is not an easy task. Therefore; managers are always filtering out and ask the information is adequate and accurate before they are sending to their subordinates.

According to Katz and Kahn's (1966:55) cited in Fikeru (2014:25) stated that the third best practice in downward communication involves the source of the message. The source of the message has a strong impact on how people interpret the importance of the message itself. From the above explanation the researcher understand that significant messages should come from the top managers' hierarchy and be transmitted to the lower employees.

The fourth best practices in downward communication embrace the type of communication channels used for the downward communication of a message. Communication channels, according to Katz and Kahn's (1966:66) cited in Fikeru (2014:26) refers to the traditional notion of communication channels commonly held in organizations. When encoding a message for transmission through the organizational hierarchy, one needs to think about the most advantageous method for providing the message itself.

2.5.3. Horizontal Communication

Horizontal communication, also called lateral communication, it contains the exchange of message between individual and groups in the same position level of an organization. This flows of messages in the organization can solving problems, sharing information and to collaborating horizontally in the organization. Horizontal communication happens properly in the form of meetings, presentations, and formal electronic communication, and informally in other, more casual exchanges within the office.

Upward and downward communication flows generally follow the formal hierarchy within the school organization. However, greater size and complexity of organizations increase the need for communication laterally or diagonally across the lines of the formal chain of command. This is referred to as horizontal communication. These communications are informational too, but in a different way than downward and upward communication. Here information is basically for coordination to tie together activities within or across departments on a single school campus or within divisions in a school wide organizational system. Horizontal communication falls into one of three categories (Canary, 2011:95).

1. Intradepartmental problem solving.

These messages take place between members of the same department in a school or division in a school-wide organizational system and concern task accomplishment.

2. Interdepartmental coordination. Interdepartmental messages facilitate the accomplishment of joint projects or tasks in a school or divisions in a school-wide organizational system.

3. Staff advice to line departments. These messages often go from specialists in academic areas, finance, or computer service to campus-level administrators seeking help in these areas.

Horizontal communication flows exist to enhance coordination. This horizontal channel permits a lateral or diagonal flow of messages, enabling units to work with other units without having to follow rigidly up and down channels. Many school organizations build in horizontal communications in the form of task forces, committees, liaison personnel, or matrix structures to facilitate coordination.

2.6. Channels of communication

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

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

2.6.1. Face-to-face communication

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

2.6.2. Notice Board

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

2.6.3. Internal publications/Magazines

The content of company's newspaper tends to be a mix of more non-urgent company news and news concerning employee social life. Newspapers and publications can possess an informational and educational role in the way that management communicates with the employees. It can also introduce employees with each other, offer support and valuable information to the staff. In the creation of newspaper, employees should participate, as they know best how to meet the need for information about their jobs and the company (Wilcox & Cameron, 2006:32).

2.6.4. E-mail

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

2.6.5. Website

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

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

2.6.6. Meeting

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

2.6.7. Broachers

Broacher usually contains information that is directly relevant to organization's staff. The broacher is an ideal way how convey information such as new employees, changes in policies

and procedures, program updates and organizational developments. Column from your executive director could appear in the Broacher and can be used to recognize staff contributions. (Hume 2020:38)

2.6.8. Telephone

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

2.7. Effectiveness of organizational communication channels

Effectiveness refers to choosing the right channel, or combination of channels to solve some particular problem and to increase organizational development Leonard K. et al (2011:19).As Westmyer et al.(1996:70) cited in Sanina et al. (2017:15) states that , effectiveness means that goals set for the communication interaction are fulfilled. Thus, the channel is perceived to be effective when it allows the organization to either send information or to receive responses from the recipient of that information. At the same time, the effectiveness of the channel depends on high efficiency, reliability and speed of communication.

The effectiveness of a communication channel is defined by the fact that each channel has a maximum amount of information that can be transmitted within a certain amount of time. Individuals or organizations choose alternative channels by reducing reliance on some channels and increasing reliance on others Reinsch NL, Jr, Lewis PH (1999:67). Effectiveness is also connected with the cost of communication. In most cases, the problem of effectiveness is referred to as the task of the optimizing or finding the best possible solution.

The available variety of communication channels has essentially altered to managers and employees communicate with one another. Communicating effectively is equally important for both sides. Reducing or eliminating these failures can be achieved by more scientifically based understanding of communication channels. Due to decreases in time and financial costs for channel interaction, it is possible to use multiple channels to achieve transfer of information.

However, the problem of optimization still exists. Moreover, there may be issues arising from complementarity problems when combining different channels of interaction within a communicative chain

2.8. Measuring Effective communication

2.8.1. The 7 Cs of Communication

There are 7 Cs of effective communication which is appropriate written as well as oral communication. This 7 Cs of communication are completeness, conciseness, clarity, consideration, concreteness, courtesy, and correctness. The 7 Cs of communication should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind set and convey the message accordingly. Complete communication develops and enhances reputation of an organization, they are cost saving as no crucial information is missing and no additional cost is incurred in conveying extra message if the communication is complete. It persuades the audience (Gamble and Gamble, 2002:19).

Conciseness on the other hand means wordiness, i.e, communicating what one want to convey in least possible words without forgoing the other C's of communication. Conciseness is a necessity for effective communication. Concise communication is both time-saving as well as cost-saving and it underlines and highlights the main message as it avoids using excessive and needless words (Harris & Nelson, 2008:53).

Consideration implies "stepping into the shoes of others". Effective communication must take the audience into consideration, i.e. the audience's view points, background, mind-set, education level, etc. and making an attempt to envisage the audience, their requirements, emotions as well as problems. It involves ensuring that the self-respect of the audience is maintained and their emotions are not at harm (Kinicki & Kreitner, 2006:52). The communicator should modify their words in message to suit the audience's needs while making their message complete.

According to Welch and Jackson (2007:43) clarity implies emphasizing a specific message or goal at a time, rather than trying to achieve too much at once. Communication contributes effectively towards the organizational success. This is only done if it is used to perform its key

functions of: controlling, motivating, emotional expressions and decision making. In large organization, miscommunication is inevitable.

Most executives agree that effective communication is essential for the successful performance of organizations. In fact, it seems clear that communication is the key to all interpersonal activity. Communication is the process for conveying meaning from one person to another or from the formal organization to the individual employee. Communications from the organization are the essential ingredients in the formation of individual role expectations, better known as sent roles (Joey, 2002:32). One conclusion from these studies would be that different workers from different working environments have varying degrees of role clarity needs. Unfortunately, there is a paucity of research with respect to the specific effects of role clarity on the need structures of workers.

According to Barrett (2012:99), concrete communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. A concrete message is supported with specific facts and figures. It makes use of words that are clear and that build the reputation. Courtesy in the message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message implies taking into consideration both viewpoints as well as feelings of the receiver of the message. Courteous message is positive and focused at the audience.

Correctness in communication implies that there are no grammatical errors in communication. Correct communication is exact, correct and well-timed. If the communication is correct, it boosts up the confidence level. It checks for the precision and accurateness of facts and figures used in the message. Awareness of these 7 C's of communication makes one an effective communicator (Pinnington, 2011:108).

2.9. Definition and Concept of Motivation

For the first time the word "motivation" was used by Arthur Schopenhauer, German philosopher, in an article written by him "On the Fourfold Root of the Principle of Sufficient Reason." After this term was introduced it became a counter- term in psychology and sociology to explain causes and effects of human behavior.

Motivation is a combination of various factors that encourage people to perform certain actions. Without employee motivation in the organization, it cannot be anticipated that unsettled results and excellent work performance will be achieved (Martin,2004:38). For motivation, as a factor to work - it is necessary to maintain it at all times, providing new stimulus continually.

Motivation is incentive pay performance stimulation. According to several authors - there is only one way to impose people to do what you want them to do - there is a need to ensure that they want to do it. Motivation must come from the individual himself/herself (Babcock & Morse, 2002:11).

According to Timm and Peterson (2000:72) the purpose of motivation is to create a desire to stimulate the employee's efforts at the highest level, so that subsequently the employee by using his/her efforts would improve the performance of the organization and at the same time also meet his/her own needs and objectives, as performing meaningful job. There have been many different researches performed and theories developed around motivation, some of the most famous are - Maslow's need – hierarchy theory by Abraham Maslow.

Hersberger's two – factor theory by Frederick Herzberg and Goal setting theory of motivation by Edwin Locke. Motivation is a dynamic process in which the use of psychological, social and economic, as well as the legal methods and tools, contributes to employee's and organization's goals. To motivate means to persuade employees to do their utmost to promote the organizations and group goals. People are the most valuable resource of the organization, but at the same time, they are the only resource that is able to act against the organization's objectives. That is the reason why enormous emphasis should be put on the importance for employee motivation so that consequently they would use their skills and experience for the benefit of the organization (Timm & Peterson, 2000:87).

Motivation theories are trying to explain the behavior of employees and direct it in the desired direction. Management success will always depend on the link between motivation theory and practice. As mentioned before, employees are vital part of an organization, so a substantial effort should be implemented to use their energy for benefit of the organization (Armstrong, 2003:42).As it can be seen, many authors have many different definitions of what is motivation and motivating. But the main idea remains the same - that motivation is necessary for each

employee to do the job more efficiently and improve the company's operations and increase revenue (Kolonoski, 2011:87), as well enhance the level of satisfaction for themselves and life in general (Judge & Watanabe,1993:29).

It is considered to be a great motivation factor, for the management to listen to ideas and suggestions that employees express (Miles, Patricks, & King,1996:40). It is important for employees to feel that the workplace is interested in him/her as an individual, that his/her opinions and ideas are heard (Mayo, 1949:76).

From the above it can be concluded that motivated employee is also a self-satisfied employee, and will work with a greater passion and result return (Judge,Locke, & Durham, 1997:13), since the employee is convinced that his/her contribution to the company will be assessed and thanked for, and it should be done accordingly to their type of motivation - intrinsic or extrinsic.

2.9.1. Types of Motivation

2.9.1.1. Intrinsic Motivation

Intrinsic motivation stands for a motivation that rises out from the action itself, the doer receives some kind of satisfaction from the act itself. Stimulators for this kind of motivation could be – feedback, recognition, trust, empowerment, and relationships (Deci E. , 1975:24) cited in Lina zivrbule (2015:28). Intrinsic motivation can also be described as a behavior that is completed for its own sake, rather than for getting something valuable and material in return. This is a type of motivation is driven by force of enjoyment, an individual engages in a task to receive some moral satisfaction and gratification.

Pinder (2008) also cited in zivrbule (2015:23) argues that even with employee's intrinsic motivation to perform tasks competently, for this kind of motivation to work utterly, an employee must feel free of pressures, such as rewards and admonition. For example, the unequal power distribution in the manager-employee work relationship may be stirring the employee's intrinsic motivation. When manager's feedback involves a comparison of the employee's competency with other members of staff, the effect on intrinsic motivation may be either positive or negative, depending on whether the feedback is constructive or inauspicious(Harackiewicz & Larson, 1986:44). When an employee interprets supervisor's feedback as controlling, the

intrinsic motivation to perform the certain task well may be weakened (Deci & Ryan, 1980:44). Gagné and Deci (2005:201) argue that to preserve intrinsic motivation, the employee must feel that he/she has some power, the possibility to act on his/her own, outside the control of other forces.

2.9.1.2. Extrinsic Motivation

Extrinsic motivation, is type of motivation that is driven by some perceptible and tangible compensation or reward, it is kind of like doing something to get something valuable in return. Extrinsic motivation is related to salary raise, financial benefits, and promotion. Extrinsic motivation is necessitated, according to Gagné and Deci (2005:202), when an employee finds the tasks monotonous and not interesting. In such cases, the employee's work Performance and results are measured by the employee's perception of the association between behavior and a desired outcome, such as tangible rewards (Vroom, 1964:11). Consequently, work performance is induced by the anticipation of rewards apart from the satisfaction of a job well done.

When extrinsic rewards are offered by the management level, it is considered that employees are motivated to work harder to earn those rewards (Mahaney & Lederer, 2006:101).It is important for the organization to indulge both types of motivation for their employees this would bet the main road to a successful performance and outstanding results (Mackay, 2007:41).

2.10. Effective communication and Motivation

Effective Communication in organization involves much more than passing information along. People develop and strengthen relationships trough communication. Managers make decisions, accomplish organizational communication. (Wheeler, k.1994:29).

Brown (2002:11) stresses that effective internal communication builds a positive corporate culture that enhances employee morale and productivity and that the importance of a comprehensive internal communication program cannot be understated. He further explains that how employees, association members and other related audiences such as investors, trustees and business partners, perceive the organization is crucial to its success.

2.11. Theoretical Framework

2.11.1. Systems Theory

The general system theory was originally proposed by Ludwig von Bertalanffy, a biologist in 1968 in his work, *General Systems Theory: Foundations, Development, Applications*, was sort to explain the relationship between parts and the whole of living organisms (Weckowicz, 2000:201). This sort provides a general analytical framework (perspective) for viewing an organization since then the theory has been used in academic fields such as history and physiology. Studies conducted by theorists in management studies expose a digression from the classical and human relations model. According to Booth (1986:86) the systems theory has more valid and applicable stance in internal communication. This is because the systems approach recognizes the role that communication plays in facilitating efficient functioning between the various components of the organizations.

In organizational communication research, some main components of the systems theory have been identified that informs how effective communication leads to employee productivity namely; wholeness, hierarchical and feedback. In systems theory, the whole determines the character and functions of parts (Weckowicz, 2002:202). Wholeness refers to the interdependence of the various elements that constitute the system. This means that individual parts of a system contribute to the existence of the organization.

Conferring to Miller (2009:79), the concept of an organizational structure indicates that the relations within an organism are systematized by order of hierarchy rules. In this regard, components the main systems are designed into subsystems, making up the whole system, which itself operates within a larger environment. Miller (2009:81), feedback enables decision makers in the organization to strategize to be on top of issues thereby building network relationships. Conferring to Salem (1999:62), the systems theory operates from primary principles of inter-relatedness and interdependence, it can be said that the same basic principles form the basis from which communication occurs. EPUC has a hierarchical structure with the various sections functioning as a whole structure and all the staff working towards a common goal.

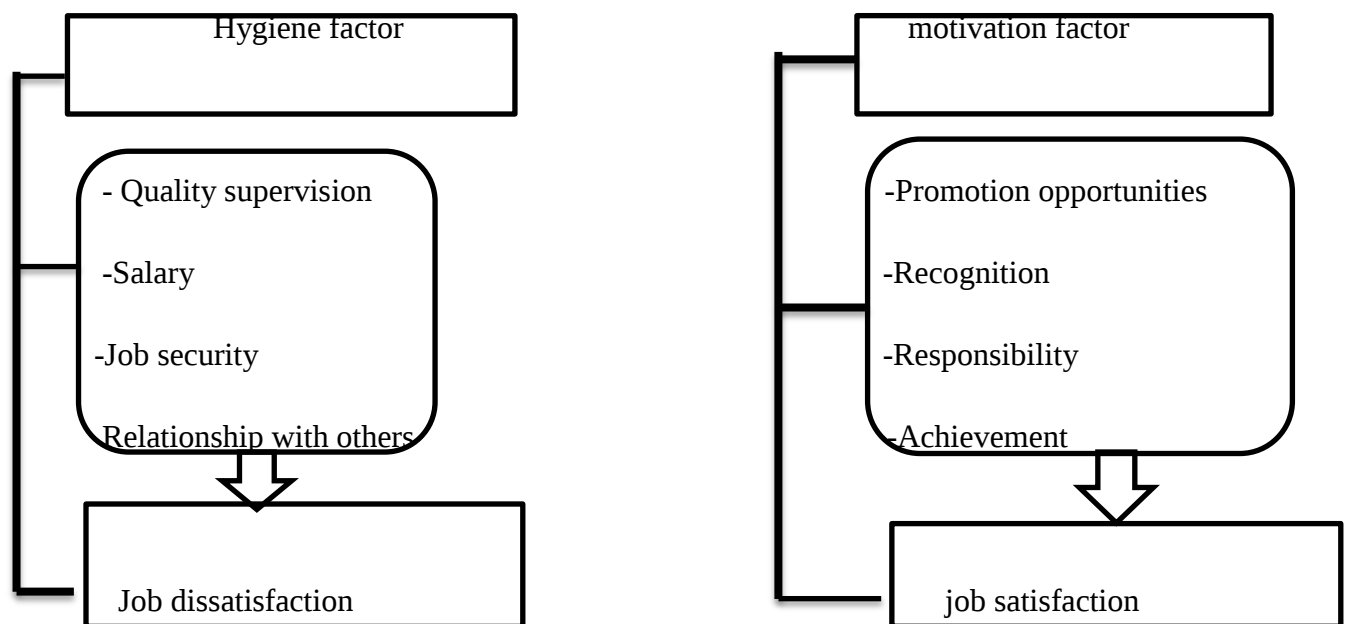
The systems theory is therefore appropriate for this study. In view of this, the researcher would determine the effectiveness of communication leading to employee productivity and to describe

the communication systems at EPUC. The university college has comprised different sections and in order to achieve organizational goals, these sections or departments need to work together in order to achieve goals. This means that, there should be effective internal communication between the management and staff of EPUC to attain goals because of their interdependence.

2.11.2. Frederick Herzberg's two-factor Theory of Motivation

Frederick Herzberg and his co-workers carry out several experiments to find factors that motivate employees. In those experiments they have been asking individuals what satisfies them on the job and what dissatisfies them and then came to the conclusion presented in flow chart 3-3. 'They believe how people are motivated by things that make them feel good about work and have aversion to things that make them feel bad', explains Rollinson (2008:434).

Flow chart 3-.Herzberg's two-factor theory



Source: Based on Rollinson, D. (2008) cited in Ana Semren (2017) '*Organisational Behavior and Analysis: An Integrated Approach*.

As shown in flowchart 3, for Rollinson (2008:435) those factors which cause employee satisfaction were called *motivators* and those factors which cause dissatisfaction of employees were called *hygiene factors*. Motivators stimulate employees to work harder and they include promotion, opportunities for personal growth, recognition, responsibility and achievement.

Hygiene factors de-motivate employees and they include for example working conditions, salary, job safety, company procedures, quality of supervision and interpersonal relations.

2.12. Conceptual Framework

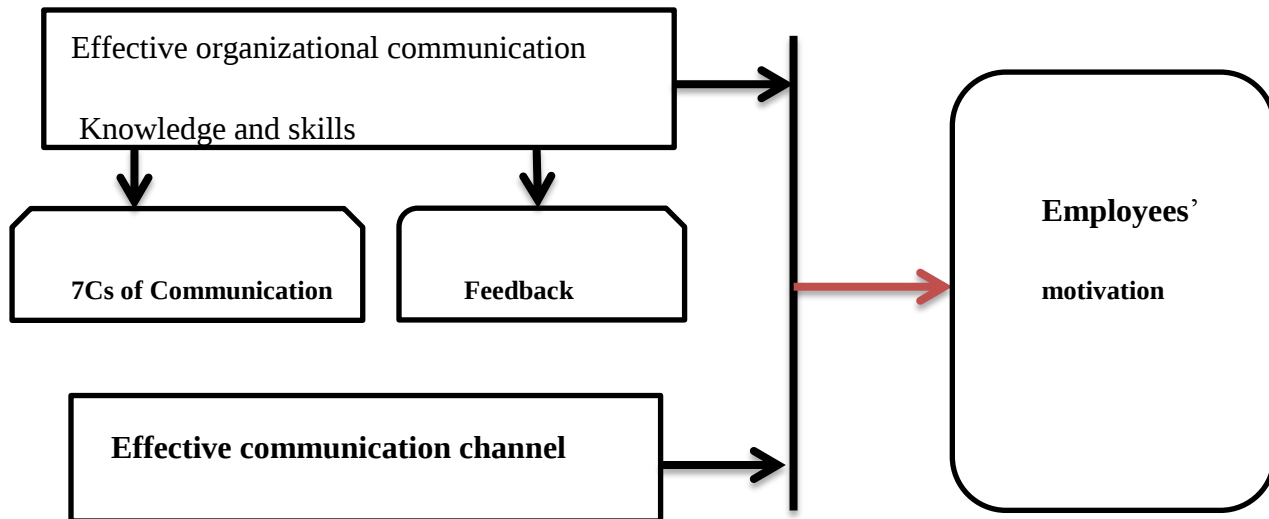


Chart flow 2. Conceptual framework developed by the researcher

Chapter Three

3. Research Methods

3.1. Research Design

Descriptive cross sectional research design was employed in this study. According to Kothari (2004) descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or a group. The writer further gives the steps to be followed in this design as beginning with specifying the objectives of the study followed by designing the method of collecting data, selecting a sample as the third step followed by collecting data, processing and analyzing the data then reporting the findings as the last two steps. The design is preferred because it is more precise and accurate since it involves description of events in a carefully planned way to portray the characteristics of a population fully. Descriptive analysis method is appropriate to describing data into tables, graphs and ratios.

3.2 Research approach

There are three approaches or methods to conducting research: qualitative methods, quantitative methods and mixed methods (Creswell, 2014). This research study involved collecting and analyzing both quantitative and qualitative data. Hence, mixed method approach was implemented to address the research questions.

3.3. Mixed methods

In this study quantitative and qualitative research methods are used in combination to support on exploring the selected issue. Having the focuses on the research process and the kind of tools and procedures are used, specially, mixed research methods represents research that involves collecting, analyzing, and interpreting quantitative and qualitative data in a study that investigate the same underlying phenomenon(Creswell,2014). Mixed research method was employed since the researcher believed that qualitative and quantitative methods provide a better understanding of the research problem.

The strengths and weaknesses of qualitative and quantitative research have increasingly brought the question of complementarities to the fore and have resulted in the increasing trend of combining these two methods into a single study. The combination of both quantitative and

qualitative research methodologies is known as triangulation. (Creswell, 2014) stated that triangulation as “drawing together multiple types of evidence gathered from different sources using different methods of data collection”. He indicates that triangulation involves using a combination of methods, researchers, data sources and theories in a research project. Furthermore, triangulation creates the opportunity for the researcher to develop a complex picture of the phenomena being researched, which might otherwise be unavailable if only one method is utilized.

3.4. Source of Data

In order to achieve the stated objectives, this study used appropriate data collection instruments. The data were collected from both primary and secondary sources.

3.4.1 Primary Data sources

In this study the primary sources used were;

3.4.1.1. 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. In-depth interview is a qualitative data collection instrument which allows the researcher to collect rich information in much more depth (Kothari, 2004). Hence, the researcher used semi-structured interview in this study. Semi-structured interview according to Dawson (2002) allows the researcher to be flexible and to probe into more important information to arise. Therefore, the researcher interviewed 5 higher level managers at Ethiopian Police University College.

3.4.1.2. Questionnaire

Quantitative data in this study were collected using questionnaires. According to Harper (2002), for questionnaire to provide useful results, the questions must be both valid and reliable. The researcher used this method because it is the most economical way of data collection compared to others in the sense that it is used to collect data from a big population within a small period of time that the researcher has chosen (Mugenda and Mugenda, 2003).

The questionnaire contained various sections that focus on the issues. The researcher prepared close ended questions using five point Likert-type scales. The questionnaire incorporated demographic information, with the specific purpose of drawing comparisons between the organizational communication effectiveness and employees' motivation among the participants. The questionnaire is prepared both in English and in Amharic because some of the respondents were not fluent in English language. Finally, the researcher was distributed the questioner for the target population.

3.4.2. 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, like journal articles, books, reports and thesis papers. This helps the researcher to crosscheck and validate the result of the primary data.

3.5. Sample size and sampling Technique

3.5.1. Sample size

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

Figure 1. Sample size determination of Carvalho (1984).

Population Size	Sample Size		
	Low	Medium	High
51-91	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	138
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Carvalho (1984).

As table 1.1 indicated the total number of Ethiopian Police University College employees were 905, out of this 138 were target population in the study.

3.5.2. Sampling Technique

The researcher used purposive sampling for qualitative data collection because the researcher is conducted the research directly with concerned higher managers from the university college. According to Morse (1994) purposive sampling helps to find those interviewees (informants) who have available knowledge and experience that the researchers need, are capable of reflection, are articulate, have time to be interviewed and are willing to take part in the research / investigation. The researcher selected simple random sampling technique for quantitative data. The researcher listed out the names of total population based on English alphabet. Then, the researcher divided the total population to the sample size number ($905/138=7$) therefore in every 7th unit the respondents were selected to the study.

3.6. Data Collection Procedures

Both qualitative and quantitative data were collected focusing on the effectiveness of organizational communication on employee motivation in Ethiopian Police University using the semi-structured questionnaire with closed ended questions for Quantitative data and In-depth interview for Qualitative data. In all the targeted population, the researcher is produced the introduction letter issued by the college authorizing the collection of the data and, or assure the target respondents confidentiality of the information she/he is received by virtue of conducting the study in that particular organization.

Data collection includes reviewing available literature on my topic, and conducting interviews with the top level managers based on their position is selected by purposive sampling. Before beginning the data collection process, I was carefully thought about the implications of data collection order. The data was collected in the following order: “Study purpose, study participants, data content, study logistics, and data collection procedures” (Longhi, Bolyai, & Dixon, 2009). When conducting a mixed methods study, there are instruments of qualitative and quantitative data that can be gathered, so researcher should consider the types of data that are

promising and inspect and evaluate each selection so they can decide what sources of data will provide excellent responses to the research questions or hypotheses (Creswell, 2006).

Three levels of authorization are necessary to gather data from individuals and sites whether the study is qualitative or quantitative; these levels include obtaining permission from “individuals who are in charge of sites; from people providing the data; and from campus-based institutional review boards (IRBs)” (Creswell, 2006).

Therefore, before the researcher begins the data collection process, a detailed letter of permission is prepared from school of Journalism and Communication sent to the site. The research site also accepted the letter and they are circulated the letter for each departments in EPUC. Then the researcher took the total population from HRM to feel the quantitative data, for qualitative data, the researcher recorded the information with audiotape for interviews and transcribed the data. Semi structured Interview questions used during the interview protocol development. It is advisable that researchers plan ahead about the data that they will gather because the data will need to be recorded and stored. When conducting interviews, this data can be recorded in two ways: “by taking detailed notes of what participants say or by audio recording what they say” (Polit & Beck, 2008).

3.7. Data Analysis Procedure

IBM SPSS Statistics (Version 20) was used to analyze quantitative data. Descriptive statistics such as, frequencies, and percentage were used to examine effectiveness of communication and employees’ motivation. An attempt was made to employ interpretive analysis for the qualitative data obtained through the in-depth interviews. Finally, the researcher triangulated the interpreted data which are found from the two instruments thematically analyzed.

3.8. Pilot Test

The researcher conducted pilot test in this study. (Bryman& Bell, 2011) stated that pilot test ensures it was appropriate and acceptable. The pilot sample comprised 26 participants from Addis Ababa Police Academy who were voluntary to partake in the feasibility of study. Based on

Bryman's recommendations (2012) the pilot should not be carried out on people who might have been members of the sample that would be employed in the main study.

The pilot study took a sample of 26 employees randomly from Addis Ababa Police Academy. The questionnaires contained closed ended questions which were organized in the form of five point Likert- scales and distributed for the respondents. A total of 26 responses were collected out of 26 questionnaires distributed to test the overall readability and reliability of the instrument. This implies that there was a 100% return rate. Of the 26 respondents collected, 13 were completed by employees, 11 were completed by middle officials and 2 were completed by higher officials. The reliability of the question was checked by SPSS version 20 with cronbach Alpha and the result was 0.9.

Pilot study responses did not result in any significant changes made to the final question instrument. Only a few questions were altered to clarity or to resolve minor errors. The researcher understands from the response that follow up and the use of contacts is very important during questionnaire distribution for data collection.

Figure 2. pilot test Reliability Statistic of cronbach's Alpha result

Variables	N of Items	Cronbach's Alpha Result
Effective Organizational Communication	11	.768
Effective communication channel	10	.727
Employees' motivation through communication	8	.864

Source: researcher own field survey, 2020

3.9. Ethical Consideration

Any researcher need to think carefully about how to gain access to undertake research and about possible ethical concerns that could arise in relation to the conduct of the entire research project (Saunders et al, 2009). Throughout the whole research process an attempt made to stick with

general rules of research ethics. Respondents were requested to provide genuine information on voluntary basis and they were communicated in advance about the purpose of the study and confidentiality of their information. In order to avoid data entry and processing mistakes, registration of sample responses to statistical software was handled with the highest due care. Moreover, the researcher was made the greatest effort to be abided by the rules and regulations of the University and advisor's opinion.

Chapter Four

4. Data Presentation and Analysis

4.1. Introduction

The main objective of this study was to explore the effectiveness of organizational communication on employees' motivation in Ethiopian Police University College. So that three main research questions were pointed out and both qualitative and quantitative research method were selected to realize the affirmed objectives. Survey-questionnaire and in-depth interview were employed under the mixed approaches as research methods to collect the necessary data and information in accordance with the mentioned research questions. Descriptive statistics are used to describe the data collected in research studies and to accurately characterize the variables under observation within definite sample.

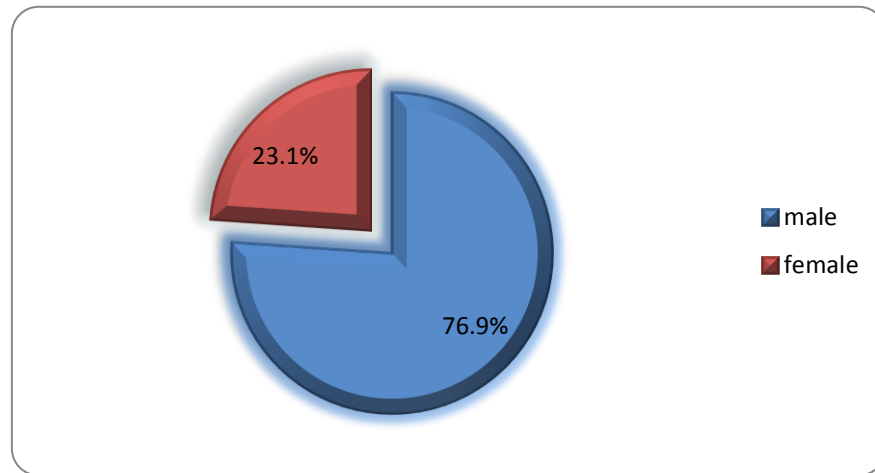
In this chapter, all primarily collected data are presented and analyzed to achieve the main objectives of the study and to answer the proposed research questions. The total number of the respondents for the questionnaire was 143. Five of the respondents did not return the questionnaire on time. So, the exact returned questionnaires were 138. This implies that there was 96.5% return rate. On the other hand, 5 top level managers were interviewed for this study. Here quantitative data is presented and analyzed first, then qualitative data is followed. The analysis was based on thematic analysis.

4.2. Quantitative data analysis

4.2.1 Survey-questionnaire data

4.2.1.1. Demographic data of the respondents

Figure 3. Sex of the selected respondents in EPUC

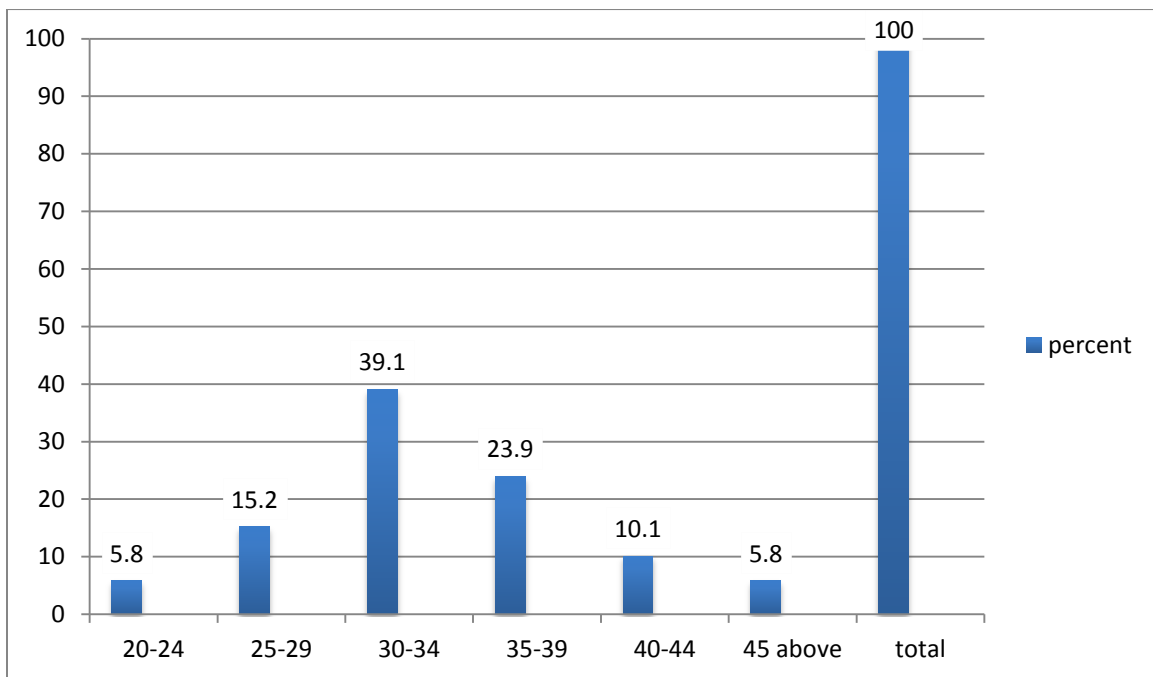


Source: researcher own field survey, 2020

As it is indicated in figure 3, 105 (76.9%) of the respondents are males and 33 (23.1%) of the respondents are females.

1. Age of the selected respondents

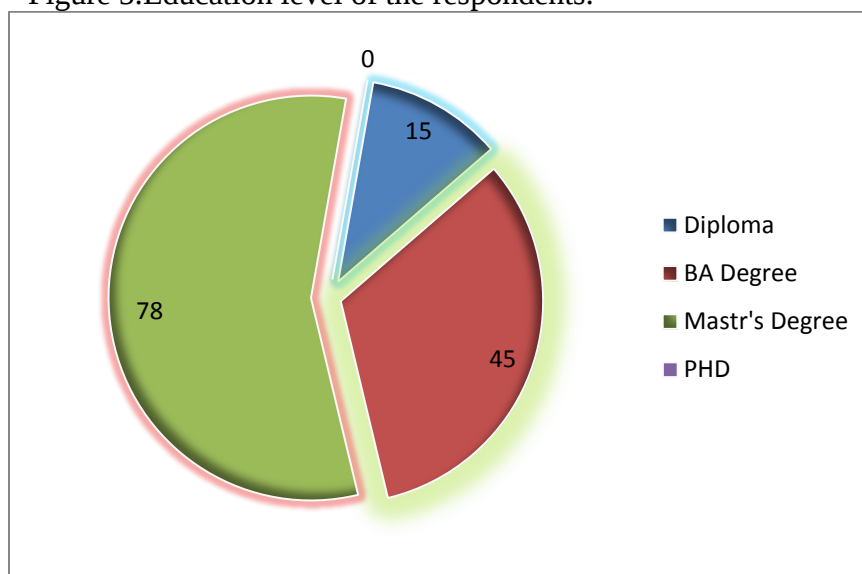
Figure 4. Age by percent selected respondents in EPUC



Source: researcher own field survey, 2020

Figure 4, deals with age of respondents. In this regards 39.1% of the respondents were in the age category of 30-34 years, 23.9% of the respondents were in age category of 35-39 years, and 15.2% of respondents were in the age category of 25-29 years. From the above information the majority of the respondents were in the age category of 30-34 years.

Figure 5. Education level of the respondents.



As the above chart has indicated that 78(56.5%) of the respondents have master's degree, 45 (32.6%) respondents have BA degree, 15(10.9%) have Diploma and no respondent has Ph.D. In general according to the data the majorities of the respondents have Master's degree for this study followed by BA degree.

Figure 6. Years of Service of the respondents

Services	Frequency	Percent
<2 years	5	3.6
3-5 years	15	10.9
6-8years	30	21.7
9-11 years	37	26.8
12-14 years	27	19.6
>15 years	24	17.4
Total	138	100.0

Source:researcher own field survey, 2020

Figure 6 has showed how long have they worked in EPUC. In this regard, 26.8% of the respondents were 9-11 years of service followed by 21.7% of the respondents were 6-8 years and the least years of service were 3.6% which is less than 2 years. Thus, based on the above information majority of the respondents have worked 9-11 years in EPUC.

Figure 7.Position of selected respondents in EPUC.

	Frequency	Percent	Valid Percent	Cumulative Percent
higher level manager	10	7.2	7.2	7.2
middle level manager	72	52.2	52.2	59.4
Employee	56	40.6	40.6	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As the above figure indicate that most of the respondents were middle level managers with 72(52.2%), 56(40.6%) were employees of the total respondents and 10(7.2%) were higher level managers. Therefore, for this study most of the respondents are middle level managers and employees.

4.3. Measuring communication effectiveness

This discussion shows that how communication is effective in Ethiopian Police University College? This component of effectiveness of communication is measured by different variables. To measure the domain of effective communication the researcher applied 11 variables.

Figure 8. Respondents' response regarding to their immediate boss welcomes their feedback to express their thoughts.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	15.2	15.2	15.2
Agree	35	25.4	25.4	40.6
Neutral	11	8.0	8.0	48.6
Disagree	59	42.8	42.8	91.3
strongly disagree	12	8.7	8.7	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As shown from figure 8, Majority of the respondents 59(42.8%) replied that they disagree with the statement. On the other hand, 35(25.4%) of respondents replied agree with the statement and 21(15.2%) also strongly agree on the statement. However, a total of 11(8%) respondents responded neutral on the statement and 12(8.7%) of the respondents replied on the statement strongly disagree.

In a nutshell, the analysis indicates that the respondents' immediate boss doesn't welcome feedback to express their thoughts as a motivation in EPUC.

This result was supported by in-depth-interview with key informants show similar results that the organization has not ensured feedback to its employees' as a motivation. One key informant explained on the statement as follows;

.....*"As far as I know and I am an immediate boss for 12 employees' in this department as well as in the university college level, we are giving feedback for the employees' for their work only in the form of BSC report weekly, quarterly and annually but we didn't give feedback as they motivated". (K3).*

The above concept was supported by another key informant. He also explained as follows;

"In our university college the practice of employees' welcoming to feedback is not well practiced. As I know, the university college has focused on evaluation mechanism about criticizing employees' performance during 1 to 5 structure, half year and annual evaluation rather than motivating him to better performance". (K1).

Generally, the analysis results from both quantitative and qualitative data have shown that the practice of feedback to motivate employees in EPUC is not practiced well and it is not effective.

Figure 9, Respondents response regarding to relationship with their immediate boss makes easy during problems.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly Agree	27	19.6	19.6	19.6
Agree	30	21.7	28.3	47.8
Neutral	9	6.5	6.5	54.3
Disagree	50	36.2	36.2	90.6
strongly Disagree	22	15.9	9.4	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As illustrates on the above figure 9, most of the respondents 50(36.2%) replied disagree on the stated statement, 39(28.3) respondents replied agree on the statement, 27(19.6%) respondents replied strongly agree, 9(6.5%) respondents replied neutral and 13(9.4%) respondents replied on the statement strongly disagree. Therefore, from the above quantitative data the researcher

concludes that the employees' relationship with their immediate boss makes it hard to talk if there is a problem.

Figure 10, Respondents response regarding to top management providing information for their employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	8	5.8	5.8	5.8
Agree	35	25.4	25.4	31.2
Neutral	33	23.9	23.9	55.1
Disagree	52	37.7	37.7	92.8
Strongly disagree	10	7.2	7.2	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As depicts on figure 10, majority of the respondents 52(37.7%) responded disagree on the question top management is providing information really you want, whereas 35(25.4%) respondents replied on the question, 33(23.9) respondents responded neutral to the question, 10(7.2%) respondents responded strongly agree and 8(5.8 %) of respondents replied strongly agree on the question. Generally, from the above quantitative data the researcher concludes that top management is not providing information when the employees' and middle level managers' they need.

Figures 11, Respondents response regarding afraid to express ideas due to never get credit for that.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly Agree	20	14.5	14.5	14.5
Agree	46	33.3	33.3	47.8
Neutral	22	15.9	15.9	63.8
Disagree	35	25.4	25.4	89.1
strongly disagree	15	10.9	10.9	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As indicated on figure 11, most of the respondents' results have showed that 46(33.3%) replied agree on the statement. However, 35(25.4%) respondents responded disagree with the statement, 22(15.9%) respondents responded neutral, 20(14.5%) respondents responded strongly agree, and 15(10.9%) respondents responded strongly disagree on the statement. To sum up, Employees' are afraid to express their ideas because of they aren't get credit for them.

To check this result, the researcher conducted interviews with key informants as follows;

.....“as I was working many years in the university college and I am observing that most of the employees’ are afraid to express their ideas because of they are afraid of evaluation and sometimes they are thinking about demotion from their status”.(k2)

This indicates that employees’, who are working in EPUC, are afraid of expressing their ideas because they do not get credit as the illustrations from the quantitative and qualitative data have indicated.

Figure 12, Respondents response regarding to message clarity they received from their immediate boss.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	20	14.5	14.5	14.5
Agree	39	28.3	28.3	42.8
Neutral	19	13.8	13.8	56.5
Disagree	55	39.9	39.9	96.4
strongly disagree	5	3.6	3.6	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As the above figure 12, illustrates that, majority of the respondents 55(39.9%) replied disagree on the statement .on the contrary, 39(28.3%) respondents replied agree on the statement, 20(14.5%) respondents replied strongly agree, 19(13.8%) replied neutral and 5(3.6%) of the respondents replied strongly disagree on the statement. Therefore, from the above data the researcher concludes that the message employees’ received from their boss is not clear in EPUC.

Figure 13, Respondents’ response regarding to Managers acknowledges them through communication.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	13	9.4	9.4	9.4
Agree	38	27.5	27.5	37.0
Neutral	23	16.7	16.7	53.6
Disagree	58	42.0	42.0	95.7
strongly disagree	6	4.3	4.3	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As describes on the above figure 13, most of the respondents 58(42%) responded disagree on the issue, 38(27.5%) respondents responded agree, 23(16.7%) respondents responded neutral, 13(9.4%) respondents responded strongly agree and 6(4.3%) respondents responded to strongly

disagree on the issue. To sum up, employees' in EPUC doesn't acknowledge through communication.

The researcher to consolidate the above result conducted interview with key informants and present as follows;

“As you know always we are focused on only the works of the employees’ which means we have given the tasks, duties and responsibilities more over employees’ and managers’ are fully engaged in committees’ works and activities but the university college has not fully acknowledged them through communication.” (k4)

In a nutshell, the analysis results from both quantitative and qualitative data have shown that employees' and managers', who are working in EPUC, don't acknowledge them through communication.

Figure 14, Respondents response regarding the clarity of information from other departments.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	17	12.3	12.3	12.3
Agree	34	24.6	24.6	37.0
Neutral	28	20.3	20.3	57.2
Disagree	47	34.1	34.1	91.3
strongly disagree	12	8.7	8.7	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As presents on the above figure 14, most of the respondents 47(34.1%) replied disagree on the question. On the other side, 34(24.6%) respondents replied agree on the question, 28(20.3%) respondents replied neutral on the question, 17(12.3%) respondents replied strongly agree and 12(8.7%) of the respondents replied strongly disagree on the question. Finally, from the above analysis concludes that communications from departments for employees' are not accurate.

Figure 15, Respondents' response regarding the consistency of information received from other departments.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	11	8.0	8.0	8.0
Agree	31	22.5	22.5	30.4
Neutral	27	19.6	19.6	50.0
Disagree	59	42.8	42.8	92.8
strongly disagree	10	7.2	7.2	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As it shows on the above figure 15, majority of the respondents 59(42.8%) reacted disagree on the question. On the reverse, 31(22.5%) respondents replied agree, 27(19.6%) respondents replied neutral, 11(8%) respondents replied strongly agree and 10(7.2%) respondents replied strongly disagree on the question respectively. To sum up, the researcher concludes that the received information from departments is not consistently reliable for the employees and middle level managers.

Figures16, Respondents response regarding the clarity of directives comes from top management.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	16	11.6	11.6	11.6
Agree	25	18.1	18.1	29.7
Neutral	29	21.0	21.0	50.7
Disagree	51	37.0	37.0	87.7
strongly disagree	17	12.3	12.3	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As depicts on the above figure 16, the majority of the respondents' 51(37%) replied disagree on the question and also 29(21%) respondents replied neutral, 25(18.1%) respondents replied agree, 17(12.3%) respondents replied strongly disagree and 16(11.6%) respondents replied strongly agree on the question respectively. Therefore, from the above result, one can conclude that the directives that come from the top management are not clear for employees and middle level managers in EPUC.

Figure 17, Respondents response regarding the accuracy of information receive from their immediate boss.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	9	6.5	6.5	6.5
Agree	37	26.8	26.8	33.3
Neutral	27	19.6	19.6	52.9
Disagree	56	40.6	40.6	93.5
strongly disagree	9	6.5	6.5	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As illustrates on the above figure 17, most of the respondents 56(40.6%) reacted disagree on issue. On the other side, 37(26.8%) respondents replied agree, 27(19.6%) respondents replied neutral and 9(6.5%) respondents replied strongly agree and strongly disagree. To sum up, most of the information for both employees and middle level managers have received from their boss is inaccurate.

Figure 18, Respondents response regarding receiving information from the sources they prefer .

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	11	8.0	8.0	8.0
Agree	39	28.3	28.3	36.2
Neutral	20	14.5	14.5	50.7
Disagree	53	38.4	38.4	89.1
strongly disagree	15	10.9	10.9	100.0
Total	138	100.0	100.0	

Source, researcher own field survey, 2020

As presents on the above figure 18, most of the respondents 53(38.4%) replied disagree on the question. On the other side, 39(28.3%) respondents replied agree on the question, 20(14.5%) respondents replied neutral on the question, 15(10.9%) respondents replied strongly disagree and 11(8 %) of the respondents replied strongly agree on the question. In sum, the analysis result shows that employees and managers don't receive information from the source they prefers.

Figure 19, measuring communication channel

S/n	Items	Responses	Freq.	percent	Valid%	Com.%
1.	The organization uses E-mail for employee motivation	Strongly agree	23	16.7	16.7	16.7
		Agree	28	20.3	20.3	37.0
		Neutral	21	15.2	15.2	52.2
		Disagree	42	30.4	30.4	82.6
		Strongly disagree	24	17.4	17.4	100.0
2.	The organization uses face to for employee motivation	Strongly agree	33	23.9	23.9	23.9
		Agree	4	41.3	41.3	65.2
		Neutral	19	13.8	13.8	79.0

		Disagree	25	18.1	18.1	97.1
		Strongly disagree	57	2.9	2.9	100.0
3.	The organization uses meetings for employee motivation	Strongly agree	31	22.5	22.5	22.5
		Agree	8	5.8	5.8	28.3
		Neutral	17	12.3	12.3	40.6
		Disagree	22	15.9	15.9	56.5
		Strongly disagree	60	43.5	43.5	100.0
4.	The organization uses letters for employee motivation	Strongly agree	15	10.9	10.9	10.9
		Agree	7	5.1	5.1	16
		Neutral	16	11.6	11.6	27.6
		Disagree	59	42.8	42.8	70.3
		Strongly disagree	41	29.7	29.7	100.0
5.	The organization uses telephone for employee motivation	Strongly agree	39	28.3	28.3	28.3
		Agree	7	5.1	5.1	33.4
		Neutral	12	8.7	8.7	42.1
		Disagree	14	10.1	10.1	52.2
		Strongly disagree	66	47.8	47.8	100.0

s/n	Items	Response	Frequency	Percent	Valid %	Cum.%
6.	The organization uses notice board for employee motivation	Strongly agree	11	8.0	8.0	8.0
		Agree	9	6.5	6.5	14.5
		Neutral	7	5.1	5.1	19.6
		Disagree	39	28.3	28.3	47.8
		Strongly disagree	72	52.2	52.2	100.0
7.	The organization uses public relations magazine's for employee motivation	Strongly agree	11	8.0	8.0	8.0
		Agree	33	23.9	23.9	31.9
		Neutral	20	14.5	14.5	46.4
		Disagree	49	35.5	35.5	81.9

		Strongly disagree	25	18.1	18.1	100.0
8.	The organization uses website for employee motivation	Strongly agree	11	8.0	8.0	8.0
		Agree	29	21.0	21.0	29.0
		Neutral	21	15.2	15.2	44.2
		Disagree	51	37.0	37.0	81.2
		Strongly disagree	26	18.8	18.8	100.0
9.	The organization uses social medias for employee motivation	Strongly agree	11	8.0	8.0	8.0
		Agree	31	22.5	22.5	30.4
		Neutral	22	15.9	15.9	46.4
		Disagree	51	37.0	37.0	83.3
		Strongly disagree	23	16.7	16.7	100.0
10.	The organization uses brochures for employee motivation	Strongly agree	9	6.5	6.5	6.5
		Agree	33	23.9	23.9	30.4
		Neutral	21	15.2	15.2	45.7
		Disagree	54	39.1	39.1	84.8
		Strongly disagree	21	15.2	15.2	100.0

Source, researcher own field survey, 2020

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

Item one, most of the respondents 42(30.4%) responded disagree on the statement. On the other hand, 28(20.3%) respondents responded agree, 24(17.4%) responded strongly disagree, 23(16.7%) responded strongly agree and 21(15.2%) responded neutral on the statement. Therefore, from the above data the researcher concludes that the organization has not used E-mail for motivating employees' and managers' as communication channel.

To make sure on the above result, the researcher conducted interview with strategic managers in the university college and present as follows;

“E-mail is important to communicate with all employees who are working in the university college to give tasks, share information, and other related responsibilities with electronic media. However, in the university college this kind of communication channel is not practiced due to information communication technology infrastructure and other constraints. So, I assured to you that we are not good communicate through Email to motivating our employees ”.(K3)

Finally, from the analysis results of the two instruments, the researcher concludes that email is not used for motivating employees’ and managers’ in Ethiopian police University College as effective organizational communication channel.

Item two, majority of the respondents 57(43.3%) replied agree on the issue and 33(23.9%) replied strongly agree. On the other hand, 25(18.1%) respondents replied disagree on the issue, 19(13.8%) respondents are replied neutral and 4(2.9%) respondents replied strongly disagree on the issue. To sum up, the organization has implemented face to face communication channel.

In order to make sure the above quantitative data, the researcher conducted interview with strategic managers and present as follows;

“in the university college the main working communication channel is face to face .we are used this communication channel because of the nature of the compound means that all academic and training departments as well as administration departments are existed in one compound. However, we are not applied this communication channel for the purpose of motivation of employees’ but we are used only for give instruction and responsibilities.” (K2)

The above concept was also supported by other interviewee and presents as follows;

“As far as I know, we have used face to face communication channel to communicate with employees’ and middle level managers’ in the university college. This kind of communication channel is used for us to share information, to deploy employees’, and evaluation purpose but we are not used for motivational purpose in the organizational level.”(k5)

In general, from the above results, the researcher has gained different results. In order to mitigate the issue, the researcher was from the study area and knows the problem that the University College has not used face to face communication for the purpose of employees’ and managers’ motivation rather than working different duties and responsibilities.

For item three, most of the respondents 8(2.8%) replied agree and 31(22.5%) respondents replied strongly agree on the statement. Even though, 22(15.9%) respondents replied disagree, and 60(43.5%) respondents replied strongly disagree on the statement. Therefore, based on the above data analysis meetings doesn't used as employees motivation. Regarding to item four, majority of the respondents 59(42.8%) replied on the statement agree and 41(29.7%) replied strongly agree on the issue. On the other hand, 15(10.9%) replied disagree and 7(5.1%) replied strongly disagree on the issue. In a nutshell, in Ethiopian Police University College letters weren't used for employees' motivation.

Regarding to item five, respondents 7(5.1%) replied agree, 39(28.3%) respondents replied strongly agree on the indicate statement. On the contrary, 14(10.1%) respondents replied disagree, and majority of the respondents 66(47.8%) replied strongly disagree on the issue.in conclusion telephone as a channel doesn't uses for employees' motivation in the university college. In connection with item six, respondents asked to notice board uses as employees' motivation 9(6.5%) replied on the response agree, 39(28.3%) respondents replied to strongly agree on the issue. On the other hand, 11(8.0%) respondents responded disagree, and majority of the respondents 72(52.2%) replied strongly disagree. Therefore from the data concludes that notice board doesn't uses as employees' motivation channels in the University College.

On the other hand, Most of the respondents on item seven 49(35.5%) replied to disagree, 33(23.9%) replied agree, 25(18.1%) replied strongly disagree, and 11(8%) replied strongly agree on public relations magazine doesn't uses to employees' motivation in the organization. Regarding to the organization uses website to employees' motivation, majority of the respondents 51(37%) replied disagree. On the other hand, 29(21%) of the respondents responded agree on the issue, 26(18.8%) responded strongly disagree, and 11(8%) of the respondents replied strongly agree on the statement. Therefore, website doesn't uses for employees' motivation in EPUC.

On item nine, most of the respondents 51(37%) replied disagree, 31(22.5%) respondents replied agree, 23(16.7%) respondents replied strongly disagree, and 11(8%) respondents replied strongly disagree on the item. On item ten, majority of the respondents 54(39.1%) responded disagree on the issue. On the other hand, 33 (23.9%) of respondents responded agree, 21(15.2%) of the respondents responded neutral and strongly disagree and 9 (6.5%) of the respondents responded strongly agree about the issue. Generally, from the above result one can conclude that Public relations magazines, website, social media and notice board are not effectively utilized for employees' motivation in the University College.

4.4. Measuring motivation

Figure 20, Respondents response regarding to recognizing for their good performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	15	10.9	10.9	10.9
Agree	37	26.8	26.8	37.7
Neutral	14	10.1	10.1	47.8
Disagree	54	39.1	39.1	87.0
strongly disagree	18	13.0	13.0	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As depicted in figure 20, majority of the respondents 54(39.1%) replied disagree on the issue. On the other hand, 37(26.8%) respondents replied agree, 18(13%) respondents replied strongly disagree, 15(10.9%) respondents replied and 14(10.1%) respondents replied neutral. Therefore, from the above data the researcher concludes that employees' and middle level managers' are not recognizes for their good performance.

Figure 21, Respondents response regarding the feeling of working condition communications clarity.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	17	12.3	12.3	12.3
Agree	35	25.4	25.4	37.7
Neutral	23	16.7	16.7	54.3
Disagree	51	37.0	37.0	91.3
strongly disagree	12	8.7	8.7	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As presents on the above figure 21, majority of the respondents 51(37%) replied to disagree on the statement. On the contrary, 35(25.4%) respondents replied agree, 23(16.7%) respondents reacted to neutral, 17(12.3%) respondents responded to strongly agree and 12(8.7%) respondents responded to strongly disagree to the issue. Therefore, from the above quantitative data the researcher concludes that both employees and middle level managers feel as if communications are not clear.

Figure 22, Respondents response regarding the relations with their superior.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	22	15.9	15.9	15.9
Agree	40	29.0	29.0	44.9
Neutral	15	10.9	10.9	55.8
Disagree	54	39.1	39.1	94.9
strongly disagree	7	5.1	5.1	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As states on the above figure 22, most of the respondents 54 (39.1%) replied disagree on the issue. On the other hand, 40(29%) respondents replied agree, 22(15.9%) respondents replied to strongly agree, 15(10.9%) respondents replied neutral and 7(5.1%) respondents replied strongly disagree on the issue. In a nutshell, the relation between employees and middle managers with superior is not good in the University College according to the above analysis.

Figure 23, Respondents response regarding organization helps them in all possible way to know their abilities.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	20	14.5	14.5	14.5
Agree	35	25.4	25.4	39.9
Neutral	17	12.3	12.3	52.2
Disagree	44	31.9	31.9	84.1
strongly disagree	22	15.9	15.9	100.0
Total	138	100.0	100.0	

Source: researcher own field survey, 2020

As pointed out in figure 23, most of the respondents 44(31.9%) replied disagree on the issue. On the contrary, 35(25.4%) respondents replied agree, 22(15.9%) respondents replied strongly disagree, 20(14.5%) respondents replied strongly disagree and 17(12.3%) respondents replied neutral to the issue. Therefore, from the above data the researcher concludes that the organization cannot help the managers' and employees' in all possible ways to know their abilities of their performance.

Figure 24, Respondents response regarding managers' communication.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	10	7.2	7.2	7.2
Agree	41	29.7	29.7	37.0
Neutral	26	18.8	18.8	55.8
Disagree	52	37.7	37.7	93.5
strongly disagree	9	6.5	6.5	100.0
Total	138	100.0	100.0	

Source, researcher own field survey, 2020

As depicts on the above figure 24, majority of the respondents 52(37.7%) reacted disagree to the issue. On the other hand, 41(29.7%) respondents replied agree, 26(18.8%) respondents responded neutral, 10(7.2%) respondents responded strongly agree and 9(6.5%) respondents responded strongly disagree on the issue. To sum up, middle level managers and employees

don't have a good feeling by the higher level and strategic level managers' communication in the university college.

Figure 25, Respondents response regarding the consistency of working condition communications.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	17	12.3	12.3	12.3
Agree	35	25.4	25.4	37.7
Neutral	23	16.7	16.7	54.3
Disagree	51	37.0	37.0	91.3
strongly disagree	12	8.7	8.7	100.0
Total	138	100.0	100.0	

Source, researcher own field survey, 2020

As indicates on the above figure 25, most of the respondents 51(37%) replied disagree on the concept. On the other hand, 35(25.4%) respondents replied agree, 23(16.7%) respondents replied neutral, 17(12.3%) respondents replied strongly agree and 12(8.7%) respondents replied strongly disagree on the concept. Therefore, from the above quantitative data the researcher concludes that the feeling of employees' and managers' on working condition communication is not consistent in the University College.

Figure 26, Respondents response regarding the day to day function of communication by management in the organization.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	19	13.8	13.8	13.8
Agree	31	22.5	22.5	36.2
Neutral	27	19.6	19.6	55.8
Disagree	41	29.7	29.7	85.5
strongly disagree	20	14.5	14.5	100.0
Total	138	100.0	100.0	

Source, researcher own field survey, 2020

As mention on the above figure 26, majority of the respondents 41(29.7%) reacted to disagree on the issue. On the contrary, 31(22.5%) respondents responded on agree, 27(19.6%) respondents

responded neutral, 20(14.5%) respondents responded on strongly disagree and 19(13.8%) respondents responded on strongly agree. As result, the researcher concludes from the above quantitative data the calls form the management to give response for employees in the day to day function of the organization is not well practices.

Figure 27, **Respondents response regarding added responsibility to present interesting.**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	13	9.4	9.4	9.4
Agree	36	26.1	26.1	35.5
Neutral	22	15.9	15.9	51.4
Disagree	49	35.5	35.5	87.0
strongly disagree	18	13.0	13.0	100.0
Total	138	100.0	100.0	

Source, researcher own field survey, 2020

As depicts on the above figure 27, most of the respondents 49(35.5%) replied disagree on the issue. On the other hand, 36(26.1%) respondents replied agree, 22(15.9%) respondents replied neutral, 18(13%) respondents replied strongly disagree and 13(9.4%) respondents replied on strongly agree on the issue. To sum up, the managers' and employees' is not feel good for the added responsibility to present job.

Chapter Five

5. Summary of Findings, Conclusions and Recommendations

5.1. Summary of Findings

The overall findings of this study show that effectiveness of communication, communication channels and employees' motivations through communication are not practiced effectively in Ethiopian Police University College. On this regard, the message, directives and information that comes from top management is not consistent. Moreover, the information comes from departments also not clear and consistent for employees'. Employees' are not motivated regularly and the managers are not practiced on feedback oriented communication. The communication channel that used by managers are not appropriate for employees' motivation. Regarding to employees motivation, middle level and employees are not motivated through communication. In doing so, employees' are not acknowledged, recognized, and promoted through communication in Ethiopian Police University College.

5.2. Conclusions

Based on the analysis, Ethiopian Police University College has not practiced effective organizational communication for their employees' motivation. This findings show that 50.5% the organization has ineffective on feedback oriented communication, employees' receive information from other departments is not consistent, lacks clarity and inaccurate. Moreover, employees' who are working in the University College 46.3% have not acknowledged with communication from their immediate boss. The respondents response also indicate that 36.3% directives that come from top level management also lacks clarity, employees' doesn't receive information from the source they prefer and also employees' are afraid to express their ideas because of demotion and never get credit for that.

The researcher based on system theory discussed in chapter two, managers' and employees' are creating good relationship and creating open system for feedback based on the organizational culture in order to achieve goal, vision and mission of the organization. Therefore, effective communication process should be an integral part of management strategy because it goes a long

way to enhancing the realization of organizational goals. Hence, not theoretical, but practical participation of staff in all matters that; affect their creativity, motivation and performance. The objectives of effective communication programs should be clearly stated so that all employees' are motivated for their work.

On the other hand, 41.6% of the respondents replied Ethiopian Police University College has not practiced effective communication channels for employees' motivation. In the analysis presented, the university college doesn't uses face-to-face, E-mail, notice board, telephone, meeting, social Medias and brochures for employees' motivation. Smith & Mounter, (2005) cited in Zivrbule (2015) stated that Communication is the most effective when appropriate channels of organizational communication are used. This is important to provide the possibility to interact during the communication, as well create the reciprocal link between the managers' and employees' conversation in the organization and motivating them through communication.

Communication channels such as bulletin boards, intranets, newsletters and e-mail are an efficient mode of communication for certain message, the power of face-to-face communication cannot be underestimated. Media such as reports and letters are less effective for information exchange than "dynamic" channels such as one-on-one conversations, corridor chats, telephone and small-group meetings that incorporate dialogue in the workplace (Grunig, 1992).

Finally, the researcher finding shows that employees' doesn't motivate through communication in Ethiopian Police University College. Hence, employees' doesn't recognized, there is no promotion opportunities, doesn't add responsibilities and doesn't appraise with communication for their achievements. Without employee motivation, it cannot be anticipated that outstanding outcomes and excellent work performance is achieved (Martin, 2004). Proper delegation of tasks to employees is a motivating aspect that promotes collective success of internal communication and gives employees confidence, security and willingness to engage in new projects.

The researcher applied Frederick Herzberg's two-factor theory of motivation .This theory is stipulated about Motivating factors like promotion, recognition and adding responsibility for the employees' best way to motivate in communication. The hygiene factors like working

conditions, salary, job safety, company procedures, quality of supervision and interpersonal relations can be demotivating employees'. Motivational communication is important to build trust, employees feel more engaged with their supervisor enhance motivation to perform better and deliver outstanding incomes. More appropriate internal communication can enhance this engagement.

5.3. Recommendations

The results of this research indicated that the communication is not effectively practiced to motivate the employees' in Ethiopian Police University College. Based on the findings, the researcher suggests the following points as the key recommendations;

- From the study findings, majority of the respondents agreed that ineffective of organizational communication has practiced in the university college. It is, therefore, recommended that in order to ensure effective communication in University College, always top and middle level managers' messages must be consistent, clear and accurate for the employees'.
- The University College must practice feedback oriented communication to the employees'.
- Creating open communication system is one in which all members of the organization feel free to share feedback, ideas and even criticism at every level, thereby encouraging employees to freely give their views without being victimized by the managers.
- Top managers should create harmonious relationship with the employees for open discussion in all matters of the organization concerns.
- Managers' must be able to communicate to their employees' with confidence, comfort, and creating a close feeling between them with inspirational messages.
- Top manager' of the organization and middle level managers' must be identifies effective organizational communication channels to motivating their employees'.
- The University College must be practice employees promotion, recognition and add responsibility with motivational communication.
- Strategic managers, public relation and communication professionals, and other responsible bodies should promote effective organizational communication enhancing employee's motivation so that the goal of the organization can be achieved.

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Appendix 1

Addis Ababa University
School of Journalism and Communication
Master's Program in Public Relations and Strategic Communications

Dear respondents, the purpose of this study is to assess the effectiveness of organizational communications on employees' motivations: the case of Ethiopian Police University College. This research will study to assess whether there is effective organizational communication among employees, program managers and higher level managers as well as how to motivate employees with communications in EPUC. You are kindly requested to provide your accurate responses for the given questions. The responses you reveal are great importance to the research findings of this study. Feel free to respond since your responses will **only** be used for research purpose.

Thank you in advance to your cooperation!

Please tick in the provided box with a right mark (✓) that describes your answer.

Demographic background

1. sex ☐ Male ☐ Female

2. Age

☐ 20-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ 40-44 ☐ 45 and above

3. Level of Education

☐ Diploma ☐ Bachelor Degree ☐ Master's Degree ☐ PhD

4. Year of service

☐ < 2 years ☐ 3-5 years ☐ 6-8 years ☐ 9-11 years ☐ 12-14 years ☐ 15 and above

5. Position

☐ Higher level Manger ☐ Middle level Manger ☐ Employee

Measuring Effective organizational Communication

Rate the following statements according to how you feel about the quality of communication you receive in your current position. Indicate your choice by placing an [✓] under your answer choice based on the following likert scales.

1. Strongly Agree

2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

s/n	Given statements about measuring effectiveness of organizational communications	1	2	3	4	5
1.	My immediate boss welcomes my feedback to express my thoughts .					
2.	The relationship I have with my immediate boss makes it easy to talk to them whenever there is a problem.					
3.	Top management is providing you with the kinds of information you really want.					
4.	Employees' are afraid to express ideas because they never get credit for them.					
5.	The message I received from my immediate boss is clear.					
6.	Through communication my immediate boss acknowledges me.					
7.	Communication from other department is accurate.					
8.	The information you receive from other department is consistent.					
9.	The directives that come from top management are clear.					
10.	Most of the information you receive from your immediate boss is accurate					
11.	You receive information from the sources that you prefer (e.g. from your superiors, department meetings, coworkers, newsletters					

Part two effective communication channel

12.	The organization uses email for employees motivation					
13.	The organization uses face to face communication					
14.	The organization uses meetings for employees motivation					

15.	The organization uses letters for employees motivation					
16.	The organization uses telephone for employees motivation					
17.	The organization uses notice board for employees motivation					
18.	The organization uses Public relations magazine's for employees motivation					
19.	The organization uses website for employees motivation					
20.	The organization uses social medias for employees motivation					
21.	The organization uses Broachers for employees motivation					
Part Three employees' motivation through communication						
22.	I am recognized for my good performance by mangers.					
23.	I feel that working condition communications are clear in my organization.					
24.	My relation with my superior peers and subordinates are good.					
25.	There is a clear and effective system of performance					
26.	My organization helps me in all possible way to know my abilities, capabilities, present performance and prospect for improvement.					
27.	The calls for our management to give response othe employees in the day to day functions of the organization well practiced.					
28.	I feel comfortable by my immediate bosses communication					
29.	I feel that the added responsibility to present job will be more interesting.					

Appendix 2

**በአዲስ አበባ ዩኒቨርሲቲ የጋዜጠኝነትና ተግባራት ትምህርት ቤት
በድህረ ምረቃ ትምህርት ክፍል የህዝብ ግንኙነትና
እስትራቴጂካዊ የመግባባት ክህሎት ፕሮግራም**

መጠይቅ

ውድ ተሳታፊዎች

የዚህ የጽሁፍ መጠይቅ ዝግጅት ዋና ዓላማ በኢትዮጵያ ፖሊስ ዩኒቨርሲቲ ኮሌጅ ውስጥ በሠራተኞች ስራ ተነሳሽነት ላይ ተቋማዊ የተግባራት ወጤታማነትን ለማጥናት ነው። ይህ ጥናትም የሚያተኩረው በተቋሙ ፈፃሚ ሰራተኞች፣ መካከለኛ አመራሮች እና ከፍተኛ አመራሮች ላይ ነው።

ስለሆነም እርስዎ የሚሰጡት ቀናና ትክክለኛ ምላሽ ለጥናታዊ ስራው ወጤታማነት ጉልህ ድርሻን ይይዛልና ከታች ለቀረቡት ጥያቄዎች ያለዎትን ትክክለኛ ምላሽ እንዲሰጡ በአክብሮት እጮባለሁ፤ የሚሰጡት ምላሽ ለጥናታዊ ስራው ብቻ የምጠቀምበት መሆኑን በአክብሮት ላሳስብ እወዳለሁ። በቅድሚያ ለሚያደርጉልኝ ትብብር ላቅ ያለ ምስጋናዬንም አቀርባለሁ።

ክፍል አንድ

ትዕዛዝ፡- ከታች ለተዘረዘሩት መጠይቆች በሳጥኑ ውስጥ / / ምልክት በማስቀመጥ ምላሽዎን ያሳዩ።

1. ያታ፡- ☐ ወንድ ☐ ሴት
2. ዕድሜ፡- ☐ ከ20 - 24 ዓመት ☐ ከ25 - 29 ☐ ከ30 -34 ☐ 35-39
☐ 40-44 ☐ 45 እና ከዛ በላይ
3. የትምህርት ደረጃ
☐ ዲፕሎማ ☐ የመጀመሪያ ዲግሪ ☐
ሁለተኛ ዲግሪ ☐ ሶስተኛ ዲግሪ
4. የአገልግሎት ዓመት ጊዜ

☐ ከ 2 ዓመት ያነሰ ☐ ከ3-5 ዓመታት ☐ ከ6-8ዓመታት ☐ ከ9-11ዓመታት

☐ ከ12-14 ☐ ከ 14ዓመታት በላይ

5. የሐላፊነት ደረጃ

☐ ከፍተኛ አመረር ☐ መካከለኛ አመራር ☐ ፈፃሚ ሠራተኛ

ክፍል ሁለት

ውጤታማ ተቋማዊ ተግባራትን(ኮሚኒቴሽን) መለካት

ትዕዛዝ፡የሚከተሉትን መግለጫዎች አሁን ባለብት ቦታ ስለሚቀበሉት የተግባራት(ኮሚኒቴሽን) ጥራት በሚሰማዎት ስሜት መሠረት ይገምግሙ :: በሚቀጥሉት መመዘኛዎች ላይ በመመርኮዝ በመልሶ ምርጫዎ ስር [✓] ን በመጠቀም ምርጫዎን ያሳዩ። መመዘኛዎቹን በተሰጣቸው ቁጥር መሰረት እንዲሟከተለው ቀርበዋል።

1. በሚገባ እስማማለሁ (በእ)
2. እስማማለሁ (እ)
3. ገለልተኛ
4. አልስማማም(አ)
5. በፍፁም አልስማማም (በአ)

ተ.ቁ	ውጤታማ ተቋማዊ ተግባራትን መለካት	1	2	3	4	5
1.	የቅርብ አለቃዬ የእኔን ግብረመልስ በደስታ ይቀበላል ፤ ሀሳቦቼንም እንድገልጽ ያበረታታኛል ።					
2.	ከቅርብ አለቃዬ ጋር ያለኝ ግንኙነት ጥሩ በመሆኑ እና ችግር በሚኖርበት ጊዜ ከእሱ ጋር ያለኝ ተግባራትን(ኮሚኒቴሽን) ቀላል ያደርገዋል ።.					
3.	ከፍተኛ አመራሮች እርስዎ በትክክል የሚፈልጉትን እና የሚያስፈልጎትን አይነት መረጃ ይሰጡዎታል					
4.	ሐሳቤ ተቀባይነት ስለማይኖረው ለመግለፅ እቸገራለሁ					
5.	ከቅርብ አመራሬ የምቀበለው መልዕክት ግልፅ ነው።.					
6.	የቅርብ አመራሬ በጥሩ ተግባራት ላይ ተመስርቶ ለምሰራው ስራ እውቅና ይሰጠኛል።					

7.	ከሌላ የስራ ክፍል ጋር ያለው ተግባራት ዝርዝር እና ትክክለኛ ነው፡፡					
8.	ከሌላ የስራ ክፍል የሚመጡ መልዕክቶች እና ሀሳቦች ወጥነት እና አስተማማኝ ናቸው፡፡					
9.	ከከፍተኛ አመራር የሚመጡት መመሪያዎች ግልጽ እና ወጥነት ያላቸው ናቸው፡፡					
10.	አብዛኛውን ጊዜ ከከፍተኛ አመራሮች የሚመጡት መልዕክቶች ዝርዝር እና ግልፅነት ያላቸው ናቸው፡፡					
11.	መረጃዎችን ከምዕራፍ የመረጃ ምንጭ (ከበላይ ሀላፊ፣ከሰብሰባ፣አብረውኝ ከሚሰሩ እና ከጋዜጣ) ማግኘት እችላለሁ፡፡					
ከፍል ሁለት፡የተግባራት መስመር						
	ውጤታማነት					
12.	ተቋሙ ሰራተኛውን ለማበረታት ኢሜልን ይጠቀማል፡፡					
13.	ተቋሙ ሰራተኛውን ለማበረታቱት ፊት ለፊት ተግባራትን ይጠቀማል					
14.	ተቋሙ ሰራተኛውን ለማበረታ ስብሰባዎችን ለተግባራት ይጠቀማል፡፡					
15.	ተቋሙ ሰራተኛውን ለማበረታት ደብዳቤዎችን ይጠቀማል፡፡					
16.	ተቋሙ ሰራተኛውን ለማበረታ ስልክን ይጠቀማል፡፡					
17.	ተቋሙ ሰራተኛውን ለማበረታት ማስታወቂያ ሰሌዳን ይጠቀማል፡፡					
18.	ተቋሙ ሰራተኛውን ለማበረታ የህዝብ ግንኙነት መፅሔቶችን ይጠቀማል፡፡					
19.	ተቋሙ ሰራተኛውን ለማበረታ የመረጃ ድር ጣቢያን(ዌብ ሳይትን) ይጠቀማል፡፡					

20.	ተቋሙ ሰራተኛውን ለማበረታ ማህበራዊ ሚዲያዎችን ይጠቀማል፡፡					
21.	ተቋሙ ሰራተኛውን ለማበረታት በራሪ ጽሁፎችን ለተግባቦት ይጠቀማል፡፡					
ክፍል ሶስት፡የሰራተኞች ተነሳሽነት በተግባቦት መለካት						
22.	በመልካም ስራዬ እውቅና እና አድናቆት ይሰጠኛል።.					
23.	የሥራ ሁኔታ ተግባቦት በተቋሙ ውስጥ ግልጽ እንደሆነ ይሰማኛል ፡፡					
24.	ከበላይ አመራሮ እና ከስራ ባልደረቦቼ ጥሩ ተግባቦት ለኝ፡፡					
25.	በተቋሙ ውስጥ ግልጽ የሰራተኞች የስራ የአፈፃፀም ግምገማ አለ፡፡					
26.	ተቋሙ አሁን ያለኝ እና ወደፊት የሚኖረኝን የስራ ችሎታ ና ብቃት እንዳውቅ እገዛ ያደርግልኛል፡፡					
27.	በተቋሙ ውስጥ የዕለት ተዕለት ተግባራት በማከናወንበት ወቅት ከፍተኛ አመራሮች ያበረታቱኛል፡፡ ያድረጉልኛ ውስጥ የሠራተኞቼን ንቁ ተሳትፎ የጥሪዎቻችን አስተዳደር ፡፡					
28.	በበላይ አመራሮች ተግባቦት ምቹት ይሰማኛል፡፡					
29.	ተጨማሪ ስልጣን እና ሀላፊነት የበለጠ የሚበረታታ እና የሚያስደስት እንደሚሆን ይሰማኛል ፡፡					

Appendix 3

In-depth Interview Questions

1. How do you describe the overall practice of communication in EPUC?
2. What type of communication channel is used to motivate employees in EPUC?
3. How do you motivate the employees through communication?
4. Do you think that the current organizational communication is effective in EPUC?
5. How does the organization build and secure high employee motivation via communication?

ኢትዮጵያ ፖሊስ ዩኒቨርሲቲ ኮሌጅ
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ቁጥር
Ref.

25/ሐተ/ሠራ - 4/235
25 የካቲት 2012.

ቀን
Date

ለ4ቱም ም/ፕሬዝዳንቶች

ለፕሬዝዳንት ጽ/ቤት

ለ16ቱም ዳይሬክቶራቶች

የ ፓላስ ሐተ ዳይሬክቶሪያ

ሠንዳፋ፡

ጉዳዩ፡- ትብብር እንዲደርግላቸው ስለማሳወቅ፤

በአዲሱ አበባ ዩኒቨርሲቲ የጋዜጠኝነትና ኮሙኒኬሽን ት/ቤት የማስተርስ ተማሪ የሆኑት ጥላሁን ብዙወርቅ “The Effectiveness of Organizational Communications on Employees’ Motivation: The Case of Ethiopian Police University College” በሚል ርእስ የመመሪያ ሪፖርት ጽሑፋቸውን እንዲሰሩ በቀን 16/06/2012 ዓ.ም በድብዳቤ ጠይቀውናል፡፡

በዚህ ሪፖርት ተግባራዊነት ጥላሁን ብዙወርቅ ሪፖርታቸውን በተገቢው መልኩ እንዲያከናውኑ የሰራ ማስተላለፍ ለፖሊስ ዩኒቨርሲቲ አስፈላጊውን ትብብር እንድታደርግላቸው አሳስባለሁ፡፡



ከሠላምታ ጋር

እንዲያውቁት

➤ ለዩኒቨርሲቲ ፕሬዝዳንት

ሠንዳፋ

ገልባጭ

➤ ለዩኒቨርሲቲ ለሰው/ሀ/የንብ/አስተዳደር/ም/ፕሬዝዳንት

ሠንዳፋ

አዳኑ አስረስ ተሰማ
Adane Asres Tessema

የሰው ሀብት ልማትና አስተዳደር
ምክትል ፕሬዝዳንት
Human Resource Development and
Administration Vice President

5/10/12

