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**THE ROLE OF INTERNAL COMMUNICATION ON EMPLOYEES'
MOTIVATION: THE CASE OF FEDERAL CIVIL SERVICE
COMMISSION**

Wondim Teklu

**A Thesis Submitted to Addis Ababa University, School of Journalism and
Communication, in Partial Fulfillment of the Requirements for the Degree of
Master of Arts in Public Relation and Strategic Communication**

**October 2019
Addis Ababa, Ethiopia**

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The Role of Internal Communication on Employees' Motivation: The Case of Federal Civil Service Commission

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Abstract

The purpose of this study was to investigate the role of internal communication on the employee's motivation among Federal Civil Service Commission employees. The study was aimed at investigating the current status of internal communication, employee's motivation, the communication channels used. The participants for this study were a total of 186 (116 male and female 70). Respondents were selected using disproportional stratified sampling technique using gender as a stratum. Data were collected through Likert type scale i.e., Dennis' Communication Climate survey and Employees Motivation Scale. For triangulation purpose, FGD and interview was conducted. Findings indicated that majority of employees in the work setting respond that it was hardly possible to say there wasn't healthy internal communication among workers and managers at middle level. Additionally, most respondents replied that they are dissatisfied and lack motivation towards their job due to lack of access for sufficient information. Regarding the communication channels, most frequently employees and managers used telephone conversation and followed by written letters/Memo, and electronic media. To be satisfied with the information provided, employees do prefer a Face-to Face communication than others. The study revealed that there was a significant positive correlation between internal communication and employee's motivation.

CHAPTER ONE

INTRODUCTION

1.1 Background

Public relation is an exceptional management function that helps set up and continue mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics. It involves the management of problems or issues in addition to helping the management to keep informed on and responsive to public opinions. Additionally, it describes and emphasizes on the responsibility of the management in serving the public interest; helps management especially abreast of and effectively utilize change; serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools (Harlow 1976: 36).

On the other hand, communications is a management function that offers a framework and expressions for the effective coordination of all means of relations with the overall purpose of establishing and maintaining positive reputations with different groups upon which the organization is dependent. Organizations, which use communication in an organized and modern way, can distinguish the reimbursement in terms of increased awareness of themselves and their products or services and satisfaction of employees among other things (Kotler, 2002:811-819). Although a Public relations refers to managing communication by direct or indirect relationships, in order to improve the trust of public groups and to monitor their trust and the consequences it has for the organization. At the same time, Public relation is the management of information about what is going on inside and outside organizations, with the goal of forestalling upcoming conditions or to solve already established problems in a proper and less destructive way to the organization. This can only be done by establishing communication, i.e. relationships.

Again, from an operational point of view communication can be defined as the exchange of information: both informal and formal between management and employees within the organization. Employees are communicated with through a variety of medium, including newsletters, notice boards, staff briefings and technology like web site. Internal communication is 'the planned use of communication actions to systematically influence the knowledge, attitudes and behaviors of up-to-date employees' (Stauss and Hoffmann, 2000:188-196).

Increasingly, organizations and their public relations professionals are recognizing the importance of strengthening internal communication with employees. Internal communication is important for building a culture of transparency between management and employees, and it can engage employees in the organization's priorities (Mishra, Boynton, & Mishra, A. 2014:183–202). However, engaging work forces in the bigger image is the main challenges, threats and opportunities faced by the organization as a whole – often, which requires a managed system of internal communication.

To make things smooth and achieving our goal internal communication is significant in any organization because it is the building block of the organizational culture. It also helps for every member of the organization holds the same values, understands the work policies and procedures in the same way, and is focused on the same mission, the organizational culture promotes much more effective use of resources than under a culture that is more diffuse in its interpretation (Hume, 2008: 132).

Managers must be able to establish internal communication goals and objectives that would match their employees' interests and needs. This action can lead to an increased employee motivation. Subsequently, employee motivation can be influenced by several internal communication tasks. While managers sufficiently and efficiently inform employees about their work and personal welfare, by doing so they will gain trust, develop a feeling of importance in the organization, become loyal and responsible (Cutlip, 2005: 357-376.).

The competitive improvement of internal communication comes not only from the observable opinion, action or reaction of employee satisfaction and efficiency, but also from the positive attitudes that well-informed employees can make to organization's external public relations efforts. The processes of communication help employees to come across a common purpose agree on objectives and work together.

The nature of communication style potentially influences employee's inspiration to work; the most commonly used form of communication is formal communication, and with this kind of communication, organization's management can communicate its official position, De Vries, R.E., Bakker-Pieper, A. and Oostenveld, W. (2010: 367-380). Formal communication used joint meetings; written statements, in-house newspaper, internet web site, and individual meetings

with management. On the other hand, managers use informal communication and strongly influence the specific subdivision's atmosphere and staff's attitude towards changes and any kind of news (Lu, 1999:661-672).

Civil Service Commission Public Relation Directorate is organized with the primary aim of building image & creating consensus on major issue of the commission as well as to establish a good relationship both internally and externally in maintaining its longtime reputation it has in the hearts of the public.

It is important to assess the status and nature of internal communication style among the public sector service providers to enhance and promote employee's motivation in order to increase their service provision quality. Thus, this study examines the contribution of internal communication and assesses the techniques through which messages are disseminated on the employee's inspiration among Federal Civil Service Commission.

1.2 Statement of the Problem

Employees' motivation can be influenced by different factors that can discourage people to perform certain actions to the fullest. Unless employees are motivated in their work setting, it cannot be expected that outstanding service results and excellent work performance will be achieved.

Communication and motivation, concepts go hand in hand. Effective internal communication creates an overall positive attitude towards the organization and work at the same time increase satisfaction, motivation and willingness to work. People deliver better results if they can communicate and fully trust each other. If employees understand the bigger organizational picture they will be, more willing to stay for the ride and more motivated to do the job managers need them to do. However, internal communication is not just a concern for large organizations that need to communicate with thousands of employees (Ralph Tench & Liz Yeomans, 2009:317-321). Lack or poor communication is perhaps the most common problem among organization nowadays (Prime Resources, Inc, 2009).

Most employees in the organization, regardless of their positions, will cite communication as an area in their workplace that needs improvement. The fundamental purpose of internal

communication is to improve performance by changing the behavior of all employees, including managers. It promotes an atmosphere of collegiality, and makes the organization a pleasant place to work Mersham and Skinner (2001:70). Good internal communication means that problems among people get resolved and the workplace is generally a pleasant place to be. This, in turn, leads to job satisfaction and organizational stability.

Past research has provided information on internal communication and its relationship with job satisfaction. However, there is limited empirical research that can support the link between internal communication and employees' inspiration (Orpen, C. (1997): 53-60). The current study provides empirical data on the relationship between internal communication and employee inspiration and provides an issue to research on how internal communication affects employees' motivational levels.

Research that measures internal communications link to job satisfaction show that there exists strong correlation between the two (Asif & Sargeant, 2000:299-317, Goris, Pettit, & Vaught, 2002). Research shows the significance of relationships between effective internal communication practice and many organizations' performance outcomes (Bakar & Mustaffa, 2013:87-109; Du Preez, & Bendixen, 2015:78-91; Mishra, Sharma, & Kamalanabhan, 2015:393; Wyatt, 2006:71 - 79). Goris, Vaught, & Pettit (2000: 348-68) and Gray & Laidlaw (2002): 111-124 stated that internal communication theorists also gave much thought to the relationship between effective internal communication and positive employees' performance.

They considered internal communication as the most important tools for improving employees' performance and for positive organizational outcomes. In order to be successful, internal communication channels need to reach all employees at the right time and with the right message and content. However, some channels are better preferred and suited to one task than others. Empirical evidences pointed out that employee want regular face-to-face interaction with top and line management as it is helpful for them to ask questions and get clarifications, and makes them feel valued because of the time taken by higher-level executives to personally interact with them.

They do not prefer channel formats wherein they cannot question line managers to discuss with them. Top-down tools like emails and newsletters are used for reinforcing key messages. This observation made me to question and find out what kind of internal communication channel they

used to motivate employees and strength their relationship. To substantiate this, the study attempted to investigate the impact of channel/mode, preference on employee's motivation.

1.3 Objectives

1.3.1 General Objective

The general objective of the study is to investigate the contribution of internal communication in enhancing employee's motivation at the Federal Civil Service Commission of Ethiopia.

1.3.2 Specific Objectives

More specifically this research attempts to:

- ✓ Assess the practice of internal communication in the Federal Civil Service Commission
- ✓ Assess the practice of employees motivation in the Federal Civil Service Commission
- ✓ Identify the internal communication channel frequently preferred in the Federal Civil Service Commission
- ✓ Investigate the relationship between internal communication and employee's motivation to work at the Federal Civil Service Commission

1.4 Research Question

In light of the above statements of the problem, this study is designed to find out answers to the following questions:

- What is the practice of internal communication among employees in the Ccivil Sservice comission?
- What is the practice of employees motivation among employees in the Ccivil Sservice comission?
- What kind of internal communication channel is frequently used at the Ccivil Sservice comission?
- To what extant internal communication influence employee's motivation in the work setting at Federal Ccivil Sservice comission?

1.5 Significance of the Study

This study provides information to Federal Civil Service Commission management and public relations department of the commission regarding the nature of internal communication in their organization, importance of providing information to their employees so that they can learn how to motivate and inspire staff members. The findings of this study will also draw the attention of policy makers and managers to consider internal communication and channels as the most indispensable agenda in their planning and put into action.

Moreover, the experience in making this research is thought to be important to enhance and enrich the knowledge of managers and encourage other organizations that have an interest on the subject. In addition, it may serve as additional reference on internal communication as a tool for enhancing employee motivation and for further studies to be undertaken in the future on the same or related area.

1.6 Scope of the Study

The study focused on the role of internal communication in enhancing employees' motivation. It was delimited to Federal Civil Service Commission, which is assumed as the commission is directly, or indirectly representative of all civil service offices. The research is conducted on Federal Civil service Commission because of the following reasons:

First, the commission formulates and ensures the implementation of procedures of the civil services offices including procedure on organizational culture. On the other hand, regional civil service offices have also an involvement in formulating and implementing procedure and rules.

Second, the majority support of the regional civil service offices is run from the commission and the researcher believes that a representative sample could be drawn from this target population.

1.7 . Organization of the Study

This research paper consists of five chapters. Chapter one provides background information to the study, statement of the problem, objectives of the study, research questions, and significance of the study and organization of the study.

The second chapter encompasses review of literature which deals with scholarly opinions underpinning the study.

The third chapter is dedicated to the methodology of the study which presents the rationale behind selecting the qualitative and quantitative study including the methods of data collection and analysis. The next chapter, chapter four, deals with presentation and analysis of data and the findings of the study. The last chapter presents summary, conclusion and recommendation of the study.

1.8 . Definition of Terms

Strategic communication: refers to the higher-level concerns behind communicative efforts by organizations to advance organizational mission (Hallahan, K., D. Holtzhausen, B. van Ruler, D. Vercic, and K. Sriramesh. 2007:3–35).

Internal Communication- it is the exchange of information between employees of the organization; their goal is to meet both the informant's and the recipient's needs. Internal communication channels and relationship between employees of the company (Mumby, 2014:101-125) provide this information exchange.

Employees' Motivation: Refers to the reflection of commitment, level of energy and creativity that organization employees bring to their job.

Internal Communication Channels: Refers the means through which people in an organization communicate. Thought must be given to what channels are used to complete various tasks, because using an inappropriate channel for a task or interaction can lead to negative consequences.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 The Meaning and Concepts of Internal Communication

Internal communication does not refer only to those few “official” channels of communication within an organization, such as internal newsletters, notice boards or staff meetings. It is not a process that goes from the top, the Chief, to the bottom, the intern Daft, R.L., & Lengel, R. H. (1984: 191-233). Rather, internal communication refers to the almost constant interactions within an organization that convey meaning. Internal communication can be described as the transaction between individuals and groups at different levels and specialized in different areas with the purpose to organize daily activities or redesign organizations. Communication within an organization is often reflected by the organizations norms, values and cultures (Dolphin 2005: 171-90).

Therefore, internal communication encompasses both overt communication like meetings, memos etc, and more casual forms of communication such as gossip, pleasantries and body language. Within this hypothetical organization, there is no communally held interpretation of the organization’s mission. The executive director and the project manager may not necessarily be working at cross-purposes, but they are not working as effectively together as they could be. Effective internal communication can ensure that all members of organizations are working towards a common goal and assisting each other effectively (Hume, J. 2008: 132).

2.2 . Dimensions of Internal Communication

Lee, C & Chen, W. (2005:661-672) have developed innovative approaches to communication modeling, planning, and evaluation systems with broad strategic applications. In this section, just to have full-fledged understanding regarding the concepts of internal communication, the twelve dimensions of strategic internal communications will be discussed.

1. Strategic orientation and imperative

Lee, C & Chen, W. (2005:661-672) argues that communication is the lifeblood of an organization and, in addition, an organization’s strategy will not be successful unless

it is properly communicated. Therefore, the communication team should be oriented towards the delivery of the organization's strategic priorities.

2. Integrity and integration

It is vital that communication is credible and consistent with the organization's conduct. If the rhetoric is not matched by actions then the integrity of all communication will be lost. The long-term success in matching rhetoric to action will increase trust throughout an organization.

3. Dignity and respect

Two of the fundamental building blocks of communication are dignity and respect. Lee believes that through the continued use of dignity and respect in all communications, trust and accountability will be developed on an organizational basis.

4. Flow of strategic information

It is vital for information to flow through an organization in a timely manner. Not just down through the organization but also upwards. Indeed a test of an organization's ability to survive is the way it handles negative upward communication.

5. Clarity and power of messages

Clarity is paramount in all communication. When it is absent, confusion and doubt are present. A clear message will be complete, in perspective, acknowledge any gaps in the information delivered and answer questions raised by the message.

6. External perspectives

An organization cannot communicate in a vacuum. All messages need to have an external perspective. Lee, C & Chen, W. (2005:661-672) therefore argues that 'only a communication system anchored in a company's external environment can provide information in a compelling way and place it in a tenable context'.

7. Roles and responsibilities

Every employee of an organization has a responsibility to communicate and should be rewarded for doing so. These responsibilities need to be clearly defined both vertically and laterally within the organization.

8. Listening and visible presence

All communication needs feedback and therefore good listening both on a personal and organizational basis is required. It is through listening that people learn and it is a way of building relationships.

9. Training and support

As all employees have a responsibility for communication the appropriate training and support needs to be provided to ensure that they can meet their obligations. Support will also include ensuring that all employees are aware of the communication channels and upward feedback mechanisms.

10. Structure and process

Internal communication is all about helping the organization to realize its goals and, as such, the structure and processes should be clearly aligned to this goal. The end result is not the communication itself but the impact it has on the recipients. In order to be successful, the communication department needs to build alliances with line managers across the organization.

11. Measurement systems

Measurement is vital to the success of any strategic communication system. Without measurement it is impossible to tell how successful previous communication has been and to plan future messages. Measurement should focus on outcomes from the communication rather than the inputs and outputs of the communication process.

12. Continuous improvement

Continuous improvement is required in order to ensure that the communication process and systems continue to evolve and meet an organization's needs. Organizations are constantly evolving and the communication system must be able to respond to these needs and expectations. It is also useful to benchmark best practice communication activity elsewhere on a regular basis.

2.3 Internal Communication Channels

Every organization needs to have ways to deliver messages. A communications manager will commonly want several different channels at their disposal so that they can ensure that information and feedback touches every corner of the workforce in ways that are appropriate and accessible. Effective communication channels ensure employees to receive, respond, adjust and improve information flow within an organization (Zhang & Venkatesh, 2013: 695-722). Having strong communication channels ensures communication structure, employee feedback, adjustments to change openness and hence contribute positively to employee performance. Watson Wyatt (2004 Catalog No. w-698) study found that organizations that utilize their communication channel experience high employee satisfaction thus greater performance.

a) Face to Face Communication

Face-to-face communication is often overlooked as a ‘channel’ but is by far the most effective way of delivering important and sensitive information. In the meantime, face-to-face communication helps the tone, color and facial expression of participants. It is also the method most valued by employees. Face-to-face communication provides the sender with the opportunity to get feedback instantly, which allows the communicator to check the level of understanding and adoption of the message. Communication is about meaning, and face-to-face communication is the best and effective way to check understanding and change behavior.

b) Staff Meetings

If your organization is not too big, all staff meetings can be an ideal way to communicate key information to staff. These meetings can be used to communicate updates from different programs and departments, welcome new staff and say farewell to staff who are leaving, provide staff with an overview of the organization’s strategic plan, and share management and board decisions. In addition, staff meetings can be the perfect place to seek feedback from staff and discuss important issues.

Finally, staff meetings can include team building activities and other training exercises to improve the functioning of the organization.

c) Printed Communication

Printed materials act as a reference document and as such can be valuable support for face-to-face communication. The printed word allows messages to be repeated and elaborated to emphasize a key point and can be used to explain more complicated information. There are wide varieties of printed media to choose from and, as with all forms of internal communications, the preference of the target audience should be the key driver in making a decision.

Hume, (2008: 132) stated that print communication has the main advantage that it is an easy way to communicate a large amount of information that audiences can access in their own time. It is long lasting communication that people can access whenever they are in the office. Similarly, they can be posted in strategic locations to attract the maximum of attention.

Finally, using the traditional postage system, printed communication can reach around the world, even to those who do not have access to internet and email. Also of importance is the role printed communication plays in meeting legal requirements and other tasks such as contracts, invoices and accounts.

d) Email

Emails are preferred because they are quick, cheap and easy to store and review information later. However, as people become ever more inundated with information, it is important to use email strategically as well. Employees felt that the amount of emails received had grown excessively while, at the same time, their importance had diminished. Response times were sometimes too long and people did not always understand that a swift reply was needed.

However, employees often felt easier to send an email than to ask for a face-to-face discussion or make a phone call (Lipiäinen, Karjaluoto, & Nevalainen, 2014: 275-286). Email can also be used as a discussion forum with staff posting interesting resources and stories they may have found and respond to those posted by others.

e) Tele/Video Conferencing:

Tele/Video conferencing is the best way to simulate a face-to-face meeting when that is not possible. Its main advantage is that it can overcome distance but has the disadvantage of

requiring technology that in many areas is not very accessible. Tele/Video conferencing can be used to conduct small group discussion and get feedback from people who may work in the field or satellite offices and not be able to partake in staff meetings in the main office.

f) Intranet/Website:

Just fifteen years ago, the intranet was a new phenomenon. An intranet site is different from a website in that it is usually protected by a password and only accessible to the staff of an organization. An intranet site can be used to provide access to shared files, resources and other information to staff who are located all around the world but have access to the internet. Some organization/institutions use intranet as the main internal information-sharing channel. The intranet carries news, announcements and information concerning products and markets (price lists, forecasts, charts).

The intranet runs on two levels: the first, organization-wide level is open to everyone; the second, the operational portal, extends to incorporate smaller sites (e.g., local sites, business unit sites), which are in many cases restricted to certain units within the corporation. Several respondents described difficulties in utilizing the intranet. Participants often said that the problem with the intranet is its reliance on employees finding information (Lipiäinen, Karjaluoto, & Nevalainen, 2014: 275-286).

2.4 The Meaning and Concepts of Employees Motivation

Before directly deal about employees, motivation lets first discuss the meaning of motivation. Motivation is one's willingness to exert efforts towards the accomplishment of his/her goal. Let us consider a few important definitions on motivation that will help us understand the meaning more clearly. Bulkus & Green (2009: 167-80) conceptually defined motivation as a "process that starts with a physiological or psychological deficiency or need that activates behavior or a drive, that is aimed at a goal or incentive". "Motivation is the willingness to exert high levels of efforts toward organizational goals, conditioned by the effort ability to satisfy some individual need" Robbins, S. P., & Judge, T. (2014:210-20).

Employees' motivation describes how committed an employee to their job, how engaged s/he feels with the company's goals and how empowered s/he feels in her/his daily work.

Motivation is an internal phenomenon, i.e., it is within us. It drives employees to behave and act in certain ways. In the world of business and management, motivation has a specific meaning. It is all about the factors that encourage employees to be continually committed and interested in their jobs (Donohoe, A. 2018: 138-145). One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore, the role of a leader is to arouse interest in performance of employees in their jobs.

2.5 Importance of Employees Motivation

Khanka, (2006:19-26) clearly stated the need for and importance of employees' motivation with justifications as follows: **Firstly**, people run organizations. Hence, managers cannot afford to avoid a concern with human behavior at work. This is because the motivated employees are more productive and quality-conscious than apathetic ones. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. **Secondly**, motivation as a pervasive concept affects and is affected by a host of factors in the organizational environment. It enables managers to understand why people behave as they behave.

Thirdly, organizational effectiveness becomes, to some extent, the question of management's ability to motivate its employees. Hence, an appreciation of motivation helps the managers how to motivate their employees. **Fourth**, Machines become necessary in case of complex technology. However, these remain inefficient vehicles of effective and efficient operations without man to operate them. Therefore, organizations need to have employees with required capability and willingness to use the advanced complex technology to achieve the organizational goal.

Finally, With the realization that organizations will run in more complex milieu in future, an increasing attention has been given to develop employees as future resources (a 'talent bank'). This facilitates the managers to draw upon them as and when organizations grow and develop (Ankit, 2018: 199-206).

The benefits of employee motivation go beyond just keeping employees happy at work and increasing employee morale. Motivated workers also stay focused and work more productively

and effectively to meet goals and obtain the rewards and recognition they seek. This increased quality of work and productivity can help organization reduce its costs. Moreover, keeping these employees motivated and satisfied with their jobs decreases turnover and its often-high associated costs as well. In addition, motivated employees who feel their ideas and work have meaning may feel more comfortable being creative and offering suggestions to management and this insight can help managers improve the company.

My, L.N. (2017: 124-127) added that motivation is important both to an individual and an organization. **Motivation is important to an individual as:** Motivation will help him/her achieve his/her personal goals; if an individual is motivated, he/she will have job satisfaction; Motivation will help in self-development of individual; an individual would always gain by working with a dynamic team.

Similarly, **motivation is important to the organization:** as more motivated the employees develop belongingness, the more empowered the team work and individual employee contribution increase, more profitable and the organization becomes successful. Generally motivation will lead to an optimistic and challenging attitude at work place (My, L.N. (2017: 124-127).

2.6 . Internal Communication and Employees Motivation

Many factors contribute to employees' motivation within the organization. Kahn (1990: 692-724) stated that there are different circumstances with in a workplace in which individuals easier express and/or withdraw their personal selves, physically, cognitively and emotionally. From this viewpoint, internal communication has been identified as one of the contributing rationale in the achievement of employees' engagement to their organization (Hayase, L.K.T. (2009): pp 145-153). They suggested that when employees engagement to work can be influence by the management interventions such as internal communication in the organization.

When organizations are communicating effectively with its internal stakeholders, it develops a cohesive culture where everyone is focused on the same goals and has the same objectives. By working within a cohesive culture, employees can work more efficiently together and collaborate more effectively (Putti and Kheun, 1986: 337).

As it has been stated employees can make more decisions themselves since they have the tools and knowledge to know the "right" decisions in line with the organization's goals; Staff can identify better with the goals, mission and procedures of the organization, which can result in a sense of "making a difference" and increase effort and efficiency; Programs and departments share more resources and information resulting in less duplication of work and stronger impact as a whole organization; Day-to-day conflict can be reduced since a lot of conflict is the result of conflicting ideas on what is important to the organization; Although effective internal communication may not bring about all of these results for all organizations, it can go a long way towards building an organizational culture where people work together effectively towards a common goal (Hume, 2008: 132).

Today organizations are always in motion and changing in some way (Poole & Van de Ven 2004: 374-397). Organizations are changing both within the organization and when businesses become global. For a successful change, internal communication plays a key role during the change process (Rosendahl, Olaisen & Revang, 2014: 101-128). Organization change across borders requires internal communication in order to succeed.

Globalization can affect the internal communication in different ways and end up in affecting the entire organization. Factors like organization cultures, time difference and diversity will affect the internal communication. Lack of information about why and how the change will affect the employees can create resistance and dissatisfaction (Spiker, Lesser, as cited in Emelie & Marina, 2016: 17-21). This can end up affecting the motivation and inspiration of employees to their job, so that profitability and efficiency of the organization will be under question.

Pradnya, (2014: 2301-2218), stated that good internal communication improves productivity; reduces absenteeism; increases levels of innovation, and there are fewer strikes and reduced costs. Internal communication is a discrete and continuing task at every level within an organization. Everyone from new recruits to the most senior director has a role to play in 'the communication network' of an organization.

Communication is thus an ongoing function that needs to be directed consciously. This study views internal communication as the operational function that needs to be consciously facilitated and encouraged in an organization's entire 'communication network'.

Employees are indeed a major contributor component to the business development and success. It suggests that the motivation of employees can be achieved through the empowerment of employees. It indicates the degree, of which the employees are involved in decision-making processes, the existence of mutual connection between the employees and the organization, and the authorization over the task they are working on. High employee involvement shows higher level of employee motivation and satisfaction (Ovidiu-Iliuta Dobre. 2013: 53-60).

Therefore, engaging employees in meetings and discussions and letting them know that their ideas and contributions are listened to and appreciated, giving them space and opportunities to experience and be aligned with the corporate culture, delegating them a higher responsibility level for the task they are in charge of, and the freedom in making choices and decisions regarding their specific tasks are some ways to increase the motivation level.

Furthermore, having repetitive tasks every day is a reason for de-motivation, boredom, and a lack of enthusiasm. Employees become concerned about the future of the organization and will start thinking about leaving the organization when they perceive absence of consistent and honest communication (Durkin, 2007: 30-34.). From this perspective, Durkin (2007: 30-34.) suggested that organization should share clearly with all the employees its vision and values and ideally, this should go beyond just making profits.

Employees would feel more obliged to make difference and to ensure that they are adding value to others. It is also recommended for organizations to implement job rotation in order to keep the employees' interest and satisfaction with work. Sufficient training programs and feedback systems are necessary to be included not only to provide employees adequate knowledge and skills to do the work but also to improve the working environment, techniques, and quality. Proper recognition of well-done work and opportunities to growth and become promoted are also prioritized as an effective method for motivation fulfillment.

Finally, internal communication is significant in any organization because it is the building block of our organizational culture. The organizational culture is the atmosphere of the organization based on its values, mission and work processes. When every member of the organization holds the same values, understands the work policies and procedures in the same way, and is focused

on the same mission, the organizational culture promotes much more effective use of resources than under a culture that is more diffuse in its interpretation (Hume, 2008: 132).

The utilization of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employees.

CHAPTER THREE

3. METHODOLOGY

3.1 Research Design

The main objective of this study was to investigate the role of internal communication on employee's motivation in their work setting among permanent employees at Federal Civil Service Commission. The study focused mainly on describing and explaining the internal communication forms and their impact on the motivation of employees. For this purpose, mixed method design particularly explanatory mixed method approach was employed to investigate the issue. This is to mean quantitative data was gathered and supported by qualitatively to triangulate consistency of the findings. The research is confirmatory since it has been conducted to identify the extent and nature of relationships between the internal communication and employee's motivation.

3.2 Subjects

The study was conducted among permanent employees at Federal Civil Service Commission, Addis Ababa, Ethiopia. Entirely, the number of such permanent employees is 400.

3.3 Population

3.3.1 Sample and Sampling Techniques

This research is based on quantitative and qualitative data using simple random sampling method and non-statistical purposive sampling method. The full-time employees in the Federal Civil Service Commission at Addis Ababa were the subjects in this study as the sources of data. The choice of this category was deliberate because of the following reason: According to the data obtained from the office, numbers of permanently employed staff members are about 400. Since it is impossible to incorporate all permanently employed public servants as participants in the study, out of 400 employee that means the total population 196 were selected based on 95% confidence level and plus or minus 5% confidence interval using simple random sampling method from the list.

On the other hand, all the managers, supervisors and some experienced employees were selected using purposive sampling method to participate in the Focus Group Discussions (FGDs) and Interviews.

3.4 Sources of Data

Both primary and secondary sources of data were used in this specific study and the primary data were collected through questionnaires, focus group discussion and interview conducted with the employees. The secondary data was collected based on document analysis from hard and soft copies, which were accessible to the researcher mainly from printed books and articles including unpublished materials: annual reports and meeting minutes on relevant issue to this research.

3.5 Data Gathering Instruments/Tools

In this study, both quantitative and qualitative data employed. First, were the quantitative data was collected through questionnaire. Second, according to the results of questionnaire, high ranked problems were detected. Then, to be able to understand the reasons of those high ranked problems, qualitative data was collected via interviews. In addition to this, focus group discussion used to identify those among controversial issues and again relevant documents were synthesized and analyzed.

- **Questionnaire**

Internal Communication Scale

To gather data regarding internal communication practices from participants permanently employed at Federal Civil Service Commission, this study adapted and utilized Dennis' Communication Climate survey. For the purpose of the current study, the survey instrument was employed to measure employee perceptions on how staff communicates. Dennis: 257-276 divided the survey questions into five factors. As noted in O'Connell (1979: 228–239) this instrument potentially measures the supervisor-employees communication, feature of information, openness, opportunities for communication, and reliability of information. Lockhart (1987: 273-289) reported that Cronbach alpha coefficients for those factors were .94, .88, .89, and .83, respectively. This survey followed a five-point scale for each question ranging from

"strongly disagree" to "strongly agree". The items were coded from one to five, with one and five representing "strongly disagree" and "strongly agree" respectively.

Employees Motivation Scale

This questionnaire allows determining how the employees feel motivated in their current internal communication practices. The scores of each of the 20 questionnaire items are described below using the following scale:

- 1) 5= I fully agree
- 2) 4= Agree
- 3) 3 = I'm not sure;
- 4) 2= disagree
- 5) 1= I fully disagree

1 = I fully disagree. A score of between 60 – 100 means employees are highly motivated and work in an organization that values their contribution. A score between 40 – 60 means employees lack some motivation, but have sufficient to continue working in their organization. Employees first look the questions that they marked with a low score and address these with their boss. A score between 20 – 40 means employees are lacking motivation and that the organization in which respondents work has a poor structure for motivating you. Responsible bodies should evaluate their job carefully and decide on a plan of action.

- **Interview**

Face-to-face interviews were conducted with employees. One of the main features of interview is that they present a possibility to develop an understating of the viewpoint of participant (Daymone & Holloway, 2011: 166-173). In this specific study, the researcher had carried out series of interviews using semi structured interview guides with the officials of the organization who occupy different positions. The participants were more likely to express their own subjective opinion as well as their own personal experience regarding internal communication and employees' motivation, but still there would be questions that would serve as guiding points for the conversation/discussion. During the interview time, questions were clarified and the participants were allowed to interpret the questions in the ways they understood them.

- **Focus Group Discussion (FGD)**

Focus group discussion (FGD) according to (Robson, 2002:285), is a group discussion on a specific topic; which is where the “focus” comes from. It is an open-ended group discussion guided by the researcher, (Robson, 2002:285). Focus group discussion (FGD) generates new insights of expression or clarifies views and opinion positions on the bases of the arguments put in place. Further, arguments made participants were based on their knowledge to the issue raised by others.

For the purpose of data triangulation and methodological merit, focus group discussions (FGD) have ‘high face validity’. As a result, the researcher had employed it as one of the data collection tools. The intention of the researcher to employ focus group discussions (FGDs), in this study, was not only to generate firsthand information that would complement the data coming through the survey, but also to check and counter-check the reliability of the data obtained from the participants.

As arranging and transcribing the recordings from focus group discussions take a relatively longer time, it was preferred by the researcher to have organized only two discussions with small number of; participants. Indeed, small number of participants is recommended when it is anticipated that participants are likely to say a lot on the topic and when the research topic is found to have been controversial. Morgan, cited in Bryman, A., Becker, S., and Sempik, J. (2008: 261– 76), suggests the typical group size is 6-10 members. As viewed from the above point, the topic at hand needs to take small participants. Accordingly, the researcher had organized two focus group discussions with two separate groups, each of them comprised of seven participants: officials and experts serving in the head office of the Ministry. Selection of participants followed purposive sampling method.

3.6 Procedures

The first step of the study was contacting the responsible bodies to get the required permission. At that moment, discussions were held about the objectives of the study and how to access to subjects of the study. Finally, by building good relation with the administrators and managers, it

was possible for the researcher to have collected the data through questionnaire, interview and Focus group discussions (FGD) checklist.

3.6.1 Constructions

All the tools were adopted and contextualized. It has been presented in English version since most of them were able to understand the language. Translation into Amharic language was made by the data collectors for some respondents who faced difficulties to understand and to avoid misconceptions on the part of the participants. The tools have been given for some experts in the management and public relation areas to check the face validity and increase clarity. Finally, based on the comments given, some rearrangements were made on the tools.

3.6.2 Validation

Before the actual data collection from respondents, a pilot test was conducted. Therefore, the English version of questionnaires was tried out for two days among 25 randomly selected employees at Federal Civil service commission. A group of 5-10 respondents test contacts that represent the researcher target population. Accordingly, few feedbacks were collected which help the researcher to confirm that the questions were good despite the need to conduct minor congest on few of them. Based on the feedbacks obtained from the pilot test, the researcher also confirmed the time he allocated was sufficient to fill the questionnaire. One of the most commonly used indicators of internal consistency is Cronbach’s alpha. Ideally, as a rule of thumb, Cronbach alpha coefficient of a scale should be .7 and above (Pallant, 2005: 3-10). For that matter, the researcher used Cronbach alpha to determine the reliability of internal communication and employees motivation items.

Variables	Chronbach alpha	No. of items
Items measuring Internal Communication Scale	.946	15
Items measuring Employees Motivation	.911	18
Total subscale	0.8	33

Table 1. Reliability test result of each variable items

Based on the feedback obtained from the result of pilot test, reliability test of the questionnaire items was conducted. As it can be seen from the Table above, all the scales met the desired reliability coefficient. Thus, the instrument was found out to be important to collect data for the main study.

3.7 . Data Analysis

This study was based on both quantitative and qualitative data. In order to investigate background information and the most common channels of internal communication among employees of the organization, a through documentary analysis was made on published and unpublished materials accessible to the researcher. Analyses of the primary data collected through the survey were analyzed using frequency tables and percentages. Besides, tables were employed to show the communication channels which are frequently used in the organization. As one of the objectives of the study was investigating, the relationship between internal communication channels and employs motivation, inferential statistics such as principal component analysis and correlation based on Pearson product moment were employed. The factor Analysis was applied for the identification of the core the relationship between internal communication channels and employs motivation. This technique considered appropriate as it requires no preexisting of functional relationships and is a well known for data reduction. It is used to reduce large number of variables into a few numbers of components corresponding with the corresponding questionnaires items. .

The principal component analysis was employed to reduce the data and select the components corresponding with questionnaire items measuring both internal communication and employee's motivation. In examining the appropriateness of the analysis, Keisar-Mayer-Olkin (KMO) and Bertlet's test measures of sampling adequacy were tested and were found to be valid. The Kaiser-Meyer-Olkin is the measure of sampling adequacy, which varies between zero and one. The values closer to one are better and the value of 0.6 is the suggested minimum. The Bartlett's Test of Sphericity measure of sampling adequacy used to examine the appropriateness of Factor Analysis. Considering this, these tests provide the minimum standard to proceed for Factor Analysis.

The assumptions of correlation between the questionnaire items and the corresponding factors of each of the internal communication and employees' motivation variables were tested (See Annex I) and the result show its appropriateness. The correlation analysis was made based on Pearson's product moment to test if there was relationship between the valid original questionnaire items and the corresponding components.

Finally, in order to determine the reasons behind those highly stated problems and to substantiate the quantitative data gathered through the survey, qualitative data were gathered using focus group discussions and interview methods. The discussions and interviews were conducted with carefully selected participants and informants to whom the researcher thought to knowledgeable about critical issues identified for the study. Then, the contents of the qualitative data gathered in two of the FGDs and interviews were transcribed, analyzed and the data was triangulated according to the well-known Silverman's (2001:48-74), content analysis technique for contextual investigation.

3.8 . Ethical and Other Considerations

Participation of respondents was strictly on voluntary basis. Informed consent was solicited orally. Different measures were taken to ensure the respect, dignity and freedom of each individual participating in the study and to assure confidentiality. Participants were informed that the information they provide kept confidential to the research team, and would not be disclosed to anyone else. Finally, before collecting the data the researcher expressed thankfulness to them for their willingness to participate in the study.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1 Demographic Characteristics of Participants

The respondents' profile that examined and presented in this specific study involves sex, job experience, and educational status in the Federal Civil Service Commission.

Variables		f	%
Sex	Male	120	62.4
	Female	76	37.6
	Total	196	100.0
Job Experience	1-5yrs	2	1.0
	6-10yrs	130	66.3
	11-15yrs	17	8.7
	>15	47	24.0
	Total	196	100.0
Academic Status	Diploma	32	16.3
	BA	136	69.4
	MA	27	13.8
	PHD	1	.5
	Total	196	100.0

Table 2 Participants Background Information

As it can be observed from Table 1 above, the total sample size was 196. While, out of the total respondents, 120 (62.4%) were male, 76 (37.6%) were females. Participants were asked a question with regard to job experience, the majority of them 130 (66.3) have 6-10 years of experiences while 47 (24.0) have more than fifteen years of experiences. This figure shows us the respondents are we experienced, so we may expect a mature and detail information. Among all the respondents 136 (69.4%) were BA degree holders and followed by diploma and masters degree. When their educational status examined, the educational situation of the respondents, as

mentioned in the table, the majority of the sample subjects appeared to have been from the relatively educated class (diploma and above). Since they are in a mature age and almost better educated, the information they gave, the researcher hoped, balanced, deeper and more credible.

4.2 . The Practice of Internal Communication among Employees

No	Statements	1		2		3		4		5	
			%		%		%		%		%
1	Your immediate boss/director makes you feel free to talk with him/her.	53	27.04%	99	50.5%	6	3.1%	31	15.8%	7	3.6%
2	Your immediate boss/director encourages you to let him/her know when things are going wrong on the job.	39	19.9%	83	42.3%	34	17.3%	34	17.3%	6	3.1%
3	Your immediate boss/director makes it easy for you to do your best work.	38	19.4%	81	41.3%	36	18.4%	35	17.8%	6	3.1%
4	Your immediate boss/director expresses his/her confidence with your ability to perform the job.	39	19.9%	75	38.3%	38	19.4%	40	20.4%	4	2.0%
5	Your immediate boss/director encourages you to bring new information to his/her attention.	41	20.9%	74	37.7%	30	15.3%	36	18.4%	15	7.7%
6	Your immediate boss/director is willing to tolerate arguments and to give a fair hearing to any of ideas you have.	47	24.0%	97	49.5%	14	7.1%	30	15.3%	8	4.1%
7	Your immediate boss/director has your best interests in mind when he/she talks to his/her boss.	49	25.0%	102	52.0%	8	4.1%	34	17.3%	3	1.5%
8	Your immediate boss/director is a really competent managed in his communication skill	64	32.7%	93	47.4%	9	4.6%	21	10.7%	9	4.6%
9	Your immediate boss/director listens to you when you tell him/her about things that are bothering you.	47	24.0%	95	48.5%	14	7.1%	34	17.3%	6	3.1%
10	It is safe to say what you are really thinking to your immediate boss/director.	63	32.1%	84	42.9%	14	7.1%	28	14.3%	7	3.6%
11	Your immediate boss/director is frank and can do with you.	56	28.6%	94	48.0%	13	6.6%	13	6.6%	6	3.1%
12	You can communicate job frustrations to your	55	28.1%	77	39.3%	23	11.7%	30	15.3%	11	5.6%

No	Statements	1		2		3		4		5	
			%		%		%		%		%
	immediate boss/director.		%		%		%		%		%
13	You can tell your immediate boss/director about the way you feel he/she manages your department.	45	23.0 %	95	48.5 %	18	9.1 %	27	13.8 %	11	5.6 %
14	You are free to tell your immediate boss/director that you disagree with him/her.	32	16.3 %	49	25.0 %	55	28.1 %	50	25.5 %	10	5.1 %
15	You think you are safe in communicating "bad news" to your immediate boss/director without fear of revenge on his/her part.	34	17.3 %	53	27.0 %	62	31.6 %	40	20.4 %	7	3.6 %

Table 3: The practice of internal communication among employees in the Federal Civil Service Commission

To identify the practice of internal communication among the employees, frequencies and percentages were computed. Accordingly, table three above revealed that questions concerning whether participants have made healthy internal communication with their immediate boss/director so far or not, the majority 99 (50.5%) of the respondents disagreed that their immediate bosses/directors make them feel free to talk with them. Besides, 83 (42.3%) of the respondents disagree on the question if they were encouraged by their respective immediate boss/directors to know when things are going wrong on the job.

Considerable number of respondents also disagree with question that 81 (41.3%) the immediate bosses/directors makes it easy for him/her to do his/her best work. Regarding item four, almost more than half of the respondents disagreed with the question that their immediate boss/director expresses his/her confidence with their ability to perform the job.

Most of the respondents 74 (37.7%) disagreed that the immediate boss/director encourages them to bring new information to his/her attention.

On the other hand, more than 97 (49.5%) of the respondents disagreed with the question that the immediate boss/director is not willing to tolerate arguments and to give a fair hearing to any of ideas you have as well as they don't feel that the manager is good at his/her communication skill.

Almost 95 (48.5%) of respondents felt that it was hard to decide that their immediate boss/director listens to them when employees tell about things that are bothering; 84 (42.9%) respondents have a doubt on its safety to say what you are really thinking to their immediate boss/director; their immediate boss/director is not frank and can't did with them; free to communicate job frustrations to their immediate boss/director. The interview and focus group discussion (FGD) of employees supports the findings that were not that much satisfied with the information. Specifically middle management was insufficient, very formal and managers all the time tend to keep the hierarchical.

In addition to this because of insufficient information or communication, employees resist the reform and they are not happy on working condition. However, the middle management believes on the relationship between employees are free, encouraging and very formal; yet the communication structure is not led by strategy and there is no formal feedback collection system. Every part of internal communication of the organization that much is not strong. From the above finding employees, at all levels, mentioned wanting more information so they could be promoters of their organization, a situation that in turn gives an organization to have the competitive advantage.

On the contrary, as it has been discussed in different literatures, it is important to employees to receive information, even if a piece of information is essential to their job performance. Employees want to feel they are "in the loop," which fosters a sense of community. They believe receiving information is a sign that they are respected, which in turn creates a propensity to advocate for the organization. Providing information is a manifestation of the regard in which employees are held, which helps explains the findings of previous studies (Haas, 2007: 1-33; Moorcroft, 2003: 24-27) that indicate the constant need for more information.

Additionally, complete, timely information prevents rumors, since rumors occur when there is insufficient and incomplete information, leading people towards speculation. Therefore, there are discrepancies between what the literature spelled out and what is practiced in the organization where data was collected regarding internal communication between line managers and employees.

4.3. The Practice of Employee's Motivation

No	Statement	1		2		3		4		5	
1	The mission or purpose of my organization makes me feel my job is important.	18	9.1%	47	24.0%	68	34.7%	40	20.4%	23	11.7%
2	I know what results are expected of me.	16	8.2%	29	14.8%	69	35.2%	51	24.0%	31	15.8%
3	The quantity of my work is enough to keep me busy but not too much to over.	21	10.7%	59	30.1%	53	27.0%	46	23.5%	17	8.7%
4	There is sufficient variety at work to maintain my interest.	3	1.5%	31	15.8%	7	3.6%	97	49.5%	58	29.6%
5	My boss leads by example.	9	4.6%	16	8.2%	9	4.6%	121	61.7%	41	20.9%
6	I have the opportunity to do what I do best every day.	2	1.0%	29	14.8%	3	1.5%	109	55.6%	53	27.0%
7	I have all the materials and equipment I need to do my best every day.	5	2.5%	38	19.4%	8	4.1%	109	55.6%	36	18.4%
8	I know what my boss thinks of my performance.	7	3.6%	38	19.4%	1	0.5%	126	64.3%	24	12.2%
9	The relationship with my boss enables me to be open when discussing work problems and concerns.	4	2.0%	33	16.8%	4	2.0%	128	65.3%	27	13.8%
10	I have friends at work.	2	1.0%	10	5.1%	1	0.5%	85	43.4%	98	50.0%
11	In the last seven days, I have received recognition or praise for doing good work.	4	2.0%	8	4.0%	-	-	150	76.5%	34	17.3%
12	My boss keeps me informed about what is going on.	7	3.6%	27	13.8%	3	1.5%	128	65.3%	31	13.8%
13	I have opportunities to innovate and work on my initiative.	2	1.1%	33	17.7%	1	0.5%	129	69.4%	31	11.3%
14	My boss or someone at work seems to care about me as a person.	10	5.1%	44	22.4%	52	26.5%	51	26.0%	29	14.8%
15	I am free to choose my own method of working.	10	5.1%	40	20.4%	29	14.8%	92	46.9%	25	12.7%

No	Statement	1		2		3		4		5	
16	Working relationships in my team are good.	8	4.0%	35	17.8%	2	1.0%	108	55.1%	43	21.9%
17	I am consulted and my opinions seem to count.	7	3.6%	39	19.9%	-	-	118	60.2	32	16.3
18	In the last 6 months, someone has talked to me about my progress.	14	7.1%	42	21.4%	2	1.0%	111	56.6%	27	13.8 %

Table 4 The practice of employee’s motivation among employees

Respondents were asked series of inter relater questions concerning the practice of Employees motivation among the staff members. Firstly, on the question of how they perceive the mission or purpose of organization makes you feel for your job is important. The results show that 68 (34.7%) of the respondents are not sure that employees are familiar with the mission and purpose of the organization which potentially makes them feel their job is important to them. Similarly, majority of the respondents are not aware of what result is expected from them. While 80 (40.8%) respondents agree their job is not too much burden full which help employees to be focused and motivated.

Considerably, the highest number 97 (48.5%) and 109 (55.6%) of respondents disagree on sufficient variety of work to maintain their interest as well as that they haven’t all the materials and equipment that need to do their best every day. Additionally, 162 (82.6%) of the employees disagreed that they have no exemplary leader and 109 (55.6%) have no the opportunity to do what they would like to do best every day. 126 (64.3%) respondents did not know what their bosses think on employees’ performance.

Likewise 128 (65.3%) of them differ on the relationship and openness of their boss when discussing work problems and concerns. With regards to recognized for doing good work and their boss constructively inform them about their progress 150 (76.5%) have been disagree. Besides, 118 (60.2%) respondents disagreed that their consultation and opinions seem to count.

On the other hand, more than 92 (46.9%) of the respondents they are not free to choose their own methods of working. While 111 (56.6%) of respondents are in the last 6 months did not saw, no one has talked to them about their progress.

The same was confirmed by participants of one of the focus group discussions conducted during the data collection period. In ascertaining the recently immerging communication gaps between the employees and the supervisors, one of the participants said, “*Since very recently, none of our supervisors call us for a meeting to discuss on our daily activities*”. He added, “*It is becoming discouraging for us to engage in our daily activities*”. From the above survey results and the findings of the focus group discussions, although a face-to-face communication channel is very important, as the respondents had confirmed in the study, to facilitate the day-to-day activities of the staff, the management could not appreciate its role to motivate their employees to exert more efforts in their jobs.

The findings from the interview ascertained that most of the employees are not interested in working environment because of the motivational approaches of the middle level managers of the organization. Except the top management, most of them are not care or they do not understand how much communication is powerful to motivate employee.

However, different literatures describes that, employees can contribute more effectively when they understand how their work fits with the organization’s mission and strategy. Many organization disputes originate in a failure of communication. Communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments.

When employees are treated with care, shown trust, listened to and encouraged to do better, they reciprocate by being responsible and productive. In linking human resource management with individual employee performance, Armstrong, M, Brown, D and Reilly, P (2010: 195-199) says that the factors that affect the level of individual performance are motivation, ability and opportunity to participate, everyone want to be listened to, not just sitting and listening to the boss speaking.

4.3 . Frequently used Internal Communication Channels

No.	Sources	f	%	Remark
1	Face-to-face	3	1.1	
2	Telephone	85	44.6	
3	Written (Memos)	61	31.2	
4	Electronic Media (E-mail/internet)	340	19.9	
5	Notice board	7	3.2	

N=196

Table 5 Respondents major channels used for internal communication

Communication channels are the means through which people in an organization communicate. Table 5 presents the major channels used for internal communication utilized by respondents. The respondents confirmed that major channels used for internal communication sources were Telephone 83 (44.6%), and followed by Written/Memo 58 (31.2%), Electronic Media including email 37 (19.9%), Notice board 6 (3.2%) and the least media is Face-to-Face 2 (1.1%).

In addition to the data from the survey, interviews and focus group discussions were carried out with the senior manager of the organization and officials. The findings were consistent with the findings of the survey. In an interview with one of the senior officers of the organization, the respondent was asked about the most preferable ways of communication in the organization, he reported that telephone conversation and letters are the most commonly used menses of communication not only within among the members of the organization but also in the organization's communication with others.

However, most empirical researches pointed out and suggested the advantages of employing face-to-face communication, as it is the richest one and a commonly used channel of communication within an organization. The participants, face-to-face communication allows physical presence, the tone of the speaker's voice and facial expressions help recipients of a

message interpret that message as the speaker intends. This is the best channel to use for complex or emotionally charged messages, because it allows for interaction between speaker and recipients to clarify ambiguity.

Managers and employers reciprocally can evaluate whether they have received the message as intended and ask or answer follow-up questions. Williams K, Herman R., (2011: 42–46), suggested that thoughts must be given to what channels are used to complete various tasks, because using an inappropriate channel for a task or interaction can lead to negative consequences. Complex messages require richer channels of communication that facilitate interaction to ensure clarity.

Similarly, the findings of the discussion with one of the state ministers of the organization show the use of face-to-face communication with employees was as important in the context of their organization as the staff members considered communicating that way was a customary practice, which most employees took the messages transmitted through such specific channel as very serious and decisive.

4.4 . To what extent does Internal Communication influence Employee's Motivation

The relationship between internal communication (As measured by the Dennis' Communication Climate Survey Questionnaires) and Employees Motivation (As measured by the Employees Motivation Scale) was investigated using Pearson product-moment correlation coefficient. To examine the relationship between the two variables, dimension reduction was made using factor analysis. In order to assess the suitability of factor analysis for the purpose of data reduction, an initial examination; correlation analysis was made and the matrix (See Annex-I) showed a number of correlations greater than $r=.3$. Therefore, this authentication was fulfilled.

An initial data reduction produced seven components with initial eigenvalues above 1.0. Bartlett's test of Sphericity, significant at (0.00) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was above the minimum .793 which is greater than the minimum 0.6 for a good factor analysis Perry R. Hinton, (2004:349). Further analysis should investigate components 2, 4, 5 and 7 corresponding respectively to items of; internal communication and component 1, 2, 4, 5, 6 and 9 corresponds with employees' motivation. More ambiguous is the

relationship between component 3 and 8 and the variables. The correlations are seen in the table (Annex II) below.

The Pattern Matrix in table 6 below reports the factor loadings for each variable on the components or factors after rotation. Partial correlation between the item and the rotated factor helped the researcher to formulate an interpretation of the factors (components).

	Components								
	1	2	3	4	5	6	7	8	9
Your immediate boss/Director makes you feel free to talk with him/her		.363						.444	.546
Your immediate boss/Director encourages you to let him/her know when things are going wrong on the job.								.587	
Your immediate boss/Director makes it easy for you to do your best work		.388		.322					
Your immediate boss/Director expresses his/her confidence with your ability to perform the job.		.875							
Your immediate boss/Director encourages you to bring new information to his/her attention							.783		
Your immediate boss/Director is willing to tolerate arguments and to give a fair hearing to any of ideas you have				.819					
Your immediate boss/Director has your best interests in mind when he/she talks to his/her boss			.564	.395					
Your immediate boss/Director is a really competent managed in his communication skill					.337		.558		
Your immediate boss/Director listens to you when you tell him/her about things that are bothering you					.456			.621	
It is safe to say what you are really thinking to your immediate boss/Director					.805				
Your immediate boss/Director is frank and candid with you.			.670						
You can communicate job frustrations to your immediate boss/Director						.602			
You can communicate job frustrations to your immediate boss/Director			.565						
You are free to tell your immediate boss/Director that you disagree with him/her	.601							.371	
You think you are safe in communicating "bad news" to your immediate boss/Director without fear of retaliation on his/her part.			.670						.395
The mission or purpose of my organization makes me feel my job is important.							.717		
I know what results are expected of me	.621							.341	
The quantity of my work is enough to keep me busy but not too much to over.				.807					

	Components								
	1	2	3	4	5	6	7	8	9
There is sufficient variety at work to maintain my interest	.596								
My boss leads by example						.822			
I have the opportunity to do what I do best every day.	.510					.431			
I have all the materials and equipment I need to do my best every day.					.827				
I know what my boss thinks of my performance.	.427					.494			
The relationship with my boss enables me to be open when discussing work problems and concerns	.521								
I have friends at work.									.768
In the last seven days I have received recognition or praise for doing good work	.642							-.318	
My boss keeps me informed about what is going on	.656								
I have opportunities to innovate and work on my initiative		.792							
My boss or someone at work seems to care about me as a person	.611							.324	
I am free to choose my own method of working.	.711								
Working relationships in my team are good						.303			.451
I am consulted and my opinions seem to count	.550								
In the last 6 months, someone has talked to me about my progress	.625								

Extraction Method: Principal Component Analysis.

Internal Communication

Employees Motivation

Table 6: Rotated Component Matrix

Internal Communication

The initial data reduction for all items measuring internal communication produced five components. The components had an eigenvalue more than one and explained 60% of total variance. A reliability statistic using Cronbach's alpha reveals a α -level of 0.778. Bartlett's test of sphericity was significant (.00) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.758, thus above suggested a minimum value for a good factor analysis. As it is shown in the pattern matrix below, the partial correlation between the question items measuring internal communication and the factors (components) after rotation was not uniform. It seems that one item strongly corresponds with component number two and two items have strongly corresponded with component three. Furthermore, another item has strong correlation with component four. This solution was investigated through factor analysis.

	Component				
	1	2	3	4	5
Your immediate boss/Director makes you feel free to talk with him/her	.484		.333	.455	
Your immediate boss/Director encourages you to let him/her know when things are going wrong on the job.	.697				
Your immediate boss/Director makes it easy for you to do your best work	.547			.360	
Your immediate boss/Director expresses his/her confidence with your ability to perform the job.				.802	
Your immediate boss/Director encourages you to bring new information to his/her attention		.398			-.580
Your immediate boss/Director is willing to tolerate arguments and to give a fair hearing to any of ideas you have				.410	.538
Your immediate boss/Director has your best interests in mind when he/she talks to his/her boss					.682
Your immediate boss/Director is a really competent managed in his communication skill		.761			
Your immediate boss/Director listens to you when you tell him/her about things that are bothering you	.307	.625			
It is safe to say what you are really thinking to your immediate boss/Director		.746			
Your immediate boss/Director is frank and candid with you.	.561			-.366	
You can communicate job frustrations to your immediate boss/Director			.786		
You are free to tell your immediate boss/Director that you disagree with him/her	.576				
You think you are safe in communicating "bad news" to your immediate boss/Director without fear of retaliation on his/her part.			.755		

Extraction Method: Principal Component Analysis.

Table 7 The Rotated Component Matrix

Keeping with the procedure of data reduction the question items with strong association with the components were factor analyzed. This produced, as expected, two components with eigenvalue above 1.0, explaining cumulatively more than 69.40 %. However, the KMO was .584 ruling out further analysis. Where the two items: *Your immediate boss/Director is a really competent managed in his communication skill* (849) and *You think you are safe in communicating "bad news" to your immediate boss/Director without fear of retaliation on his/her part* (849) corresponds with component number one, and the third item: *Your immediate boss/Director is a really competent managed in his communication skill* (.849) corresponds with component number two. See the pattern matrix below: (Table-8).

	Component	
	1	2
Your immediate boss/Director expresses his/her confidence with your ability to perform the job.		.689
Your immediate boss/Director is a competent managed in his communication skill.		.849
You can communicate job frustrations to your immediate boss/Director	.860	
You think you are safe in communicating "bad news" to your immediate boss/Director without fear of retaliation on his/her part.	.875	

Extraction Method: Principal Component Analysis.

Table 8. Rotated Component Matrix

When reduced the two items produced one component with an eigenvalue over 1.0 (1.40) explaining 74% of the variance. Because the items are so few on the scale the KMO was only .505 (below a suggested minimum) and the α -level was only 0.66. Normally this would not be a sufficient reliability. However because of a rather high level of internal consistency (.50 and significant at 0.01 1-tailed) it is deemed sufficient to use as one factor measuring commitment (Cortina, 1993: 78, 89–104.).

There seems to be disagreement in the field of social science research what indicator of reliability should be used when the items of a scale are only two. The disagreement revolves around which of two methods should be used; Cronbach's alpha or correlation coefficient. Both views base their arguments on the equation for Cronbach's alpha (Hulin et al., 1993: 78, 55–69).

The Cronbach's alpha equation is sensitive to the number of items in the nominator. With an increased number of items, the α -level will also increase out of proportion to the average item correlation to the component (Field, 2009:668–669). As seen in Table 10, both items have the same correlation to the component (.88).

	Component
	1
You can communicate job frustrations to your immediate boss/Director	.880
You think you are safe in communicating "bad news" to your immediate boss/Director without fear of retaliation on his/her part.	.880

Extraction Method: Principal Component Analysis.

Table 9 Valid component matrix for internal communication channels

Employees Motivation

The initial data reduction for all the items measuring employees' motivation produced five components over 1.0 in eigenvalue, together explaining 54.6% of the variance. The KMO was .85 and the Bartlett's test was significant (.00). Although the α -level was .86 the component matrix suggested that the three items produced only three independent factors. One of the items: *The mission or purpose of my organization makes me feel my job is important* (.863) had strong positive correlation with component three and another item: *I have all the materials and equipment I need to do my best every day* (.852) with component four. The third item: *I have friends at work* (.786) corresponds with component five.

Questionnaire Items	Component				
	1	2	3	4	5
The mission or purpose of my organization makes me feel my job is important.			.863		
I know what results are expected of me	.397	.616			
The quantity of my work is enough to keep me busy but not too much to over.			.592	.429	
There is sufficient variety at work to maintain my interest	.383	.479	.356		
My boss leads by example		.639			.307
I have the opportunity to do what I do best every day.		.648			
I have all the materials and equipment I need to do my best every day.				.852	
I know what my boss thinks of my performance.		.671			
The relationship with my boss enables me to be open when discussing work problems and concerns	.422	.437			
I have friends at work.					.786
In the last seven days I have received recognition or praise for doing good work	.686				
My boss keeps me informed about what is going on	.715				
I have opportunities to innovate and work on my initiative	.391		.342		
My boss or someone at work seems to care about me as a person	.729				
I am free to choose my own method of working.	.582	.402			

Questionnaire Items	Component				
	1	2	3	4	5
Working relationships in my team are good				-.305	.587
I am consulted and my opinions seem to count	.489				
In the last 6 months, someone has talked to me about my progress	.557				

Extraction Method: Principal Component Analysis.

Table 10 Rotated Component Matrix for the items measuring Employee's Motivation

When these items significantly correlated with three of the components as shown in above Table 10 above, they are tested with further analysis and they produced a single component with an eigenvalue of 1.4 explaining 49.6% of the variance. However, sampling adequacy (KMO) was .514 and Bartlett's test was significant (.00). Although the sampling adequacy (KMO) was below the suggested, the α -level was now strong 0.74, it is sufficient for factor analysis (See table 11 below).

Valid Component matrix for Employ's motivation	Component
	1
The mission or purpose of my organization makes me feel my job is important.	.471
I know what my boss thinks of my performance.	.757
The relationship with my boss enables me to be open when discussing work problems and concerns	.834

Extraction Method: Principal Component Analysis

N=196 Valid list wise

Table 11 Valid Component matrix for Employ's motivation

As seen in Table 12 above there are two items had correlation above 7.5. Where the highest correlation was between questionnaire items: *The relationship with my boss enables me to be open when discussing work problems* and the factor (.834), the correlation between questionnaire item *I know what my boss thinks of my performance* and the factor is (.757). However, the lowest correlation was between questionnaire item: *The mission or purpose of my organization makes me feel my job is important* and the factor (.47).

One of the purposes of the questionnaire survey was to test item loadings on components to construct factors thus producing functional measures for the variables and to use the measures in relation with the assumption of correlation between the variables of internal communication and employees' job motivation. *The results of the construction of these factors show that the first variable represented by: You can communicate job frustrations to your immediate boss/Director (.880) is deemed to be equal to the variable internal communication style, while the relationship with my boss enables me to be open when discussing work problems and concerns item is deemed to be equal to the variable Employees motivation (.834).*

The relationship between Internal Communication Style and Employee's Motivation

The relationship between internal communication as measured by the Dennis' Communication Climate Survey Questionnaires, from among which (R) You can communicate job frustrations to your immediate boss/Director and Employees Motivation, as measured by the Employees Motivation Scale, of which (R) The relationship with my boss enables me to be open when discussing work problems and concerns investigated using factor analysis was finally measured using Pearson's product-moment correlation coefficient. The finding is presented in table 12 below.

		The relationship with my boss enables me to be open when discussing work problems and concerns	You can communicate job frustrations to your immediate boss/Director
Employees Motivation Sig (Two Tailed)	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	196	
You can communicate job frustrations to your immediate boss/Director	Pearson Correlation	.329**	1
	Sig. (2-tailed)	.000	
	N	196	196

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

Table 12 Correlation between variables: Internal Communication and Employees' Motivation

As explained in the above table, the purpose of the survey was mainly to measure the relationship between internal communication and employees motivation variables in the context of the staff of the Ministry of Civil Service. The Finding suggested that the variable internal

communication has a moderate positive linear association (.329^{**}) with the variable employees motivation. The Correlation is significant at 0.01 levels (2-tailed).

This finding has been consistently confirmed by different researchers that internal communication fosters motivation by clarifying to employees what has to be done, how well they are doing, and what can be done to improve performance". Motivation, according to Robbins and Judge (2013:239-245) is "the processes that account for an individual's intensity, direction and persistence of efforts towards attaining a goal". Besides, numerous studies have linked internal communication and the degree to which employees are informed to job satisfaction and performance (Gray & Laidlaw, 2002: 111-124; Bartoo & Sias, 2004: 15-26; Rosenfeld, Richman & May, 2004:28-54.; Zucker, 2002: 24-27 cited in White, Vanc and Stafford, n.d).

The competitive advantage of internal communication comes not only from the obvious benefits of employee satisfaction and productivity, but also from the positive contributions that well-informed employees can make to an organization's external public relations efforts. Employees can be an organization's best ambassadors or loudest critics, depending whether and how they get information (Howard, 1998: 15-23). Effective internal communication can enhance mutual reputation and credibility, since employees are viewed as particularly credible sources by external stakeholders (Dawkins, 2004: 108-119; Hannegan, 2004: 5).

Therefore, any level managers in the organization across the world should consider their human resources as a central core of the business and continuously increase the level of their employees' motivation and performance through make use of proper, strategic and informative communication to be more effective and promote productivity.

Consistently, the findings of the focus group discussion (FGD) findings with participant managers and employees revealed that the common practice to communicate workers in the organization are through using telephone followed by face to face channel and posting written letters on the notice board. Regarding preference of communication, the study confirmed that the employees do preferred to communicate face to face while managers choose written communication. Due to this reason workers are not satisfied with the information they acquired and sometimes they get confused to do their job effectively to the level expected.

During one of the FGDs conducted with employees of the organization; (Officials and staff members). The participants reported that the weakness of the employees serving the organization to effectively use all the existing communication channels available in their organization. The same was also confirmed during an interview with one the officials of the organization. When one of the senior managers was asked questions about their the possible relationship between internal communications and employees motivation in the organization, the informant admitted the vitality of putting in place an effective meanness of communication with in the organization to motivate employees. In ascertaining that relationship, one of the Executive Managers were asked questions about the possible contribution of frequent communication between the officials and employees for the successful performances of their jobs, he the situation saying, *“It is very important to recruit and assign young officials who would like to closely work and communicate with their subordinates using modern communication technologies”*. In view of the above information and the survey findings, the researcher concluded that motivation of the employees will be improved if the use of the modern electronic communication channels implemented in the organization would be efficiently utilized.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter presents summary of the research findings based on the objectives of the study and draws conclusions that have been reached. Recommendations that focus on how the problem identified could be addressed are incorporated in the present chapter.

5.1 Summary

The main purpose of this study was to assess the role of internal communication on employees' motivation at Federal Civil Service Commission. To realize this purpose the following basic research points were formulated.

This part summarizes practice of internal communication & employees motivation among employees, kind of internal communication channel is frequently used and their relationship between internal communication and employee's motivation in the work setting at Civil Service Commission?

To this end, explanatory mixed research design was employed. 186 (116 males and 70 females) employees drawn as sample using stratified sampling technique. The major sources of data for this research were primary sources.

In doing so, the required information was gathered through questionnaire, Interview and focus group discussions (FGD). The data collected were analyzed and interpreted using appropriate statistical techniques. Pearson product moment was employed to investigate the relationship between internal communication and employee's motivation. Besides, descriptive statistics (frequency and percentage) was employed to identify the practice of internal communication, employee's motivation and the current communication channels frequently.

The findings revealed that majority of employees in the work setting respond that it was hardly possible to say there was not healthy internal communication among workers and managers any level.

Additionally, most respondents replied that they are dissatisfied and lack motivation towards their job due to lack of access for sufficient information. The respondents describe that major channels used for internal communication sources were telephone and followed by Written/Memo, Electronic media including email, Notice board and the least media is Face-to-Face respectively. There was a strong, positive correlation between internal communication and employee's motivation.

This finding has been consistently confirmed by different researchers that ascertained internal communication fosters motivation by clarifying to employees what is to be done, how well they are doing, and what can be done to improve performance.

5.2 Conclusions

Relevant data were collected regarding the practice of internal communication, employee's motivation, frequently used channels and the relationship between internal communications, employee's motivation. Thus, based on the findings of the study, the following conclusions were forwarded as follows:

Majority of employees in the work setting respond that it was hard to say there was healthy internal communication among workers and managers at any level. Both the quantitative and qualitative analysis assured this therefore, it is possible to conclude that there were problems in addressing sufficient information for employees.

As far as the communication channels, telephone conversation was the most frequently used and followed by Written letters/Memo, and electronic media. The least utilized mode were email 37 (19.9%), Notice board 6 (3.2%) and the last media was Face-to-Face 2 (1.1%). On the other hand, employees prefer face to face conversation. Both, the qualitative and quantitative data confirmed this. Therefore, it is possible to conclude that employees were not satisfied with the channels their immediate managers employed. These is because of the message that sent to employees and its channel that used by managers is appropriate, each communication tools it has its own nature.

The role of internal communication on employee's motivation in the Federal Civil Services Commission was investigated. As it has been found out, there was significant positive correlation. Therefore, it can be concluded that employee's motivation largely influenced and can hold back by the insufficiency of communication used by managers.

5.3 Recommendations

Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations, which would help the organization. The recommendations given are the following:

- This study recommends that managers at any level should take the initiatives to frequently attend internal communication trainings which have proven to be an effective tool to prepare the employees to interact with co-workers, management and different divisions professionally. These could improve the communication culture with employees.
- Evaluation of internal communications should be built into the strategy and action plan right at the start so that activity is regularly monitored and evaluated to measure its success. Managers at any level should have in place measures to ensure that up to date and reliable information is passed regularly to employees to enable them to be developed in the organization. This can play a huge role in motivating and also enhancing the capacity of employees to improve their performance.
- Responsible bodies including line managers should design action plan to help engage employees in meetings and discussions and letting them know that their ideas and contributions are listened to and appreciated, giving them space and opportunities to experience which are some ways to increase the motivation level.
- By channeling communication effectively within the organization, managers and employees are not being avoided by the communication barriers such as emotion or structural problem, thus, lead to stronger bonds and co-operation. Therefore, the organization should make successful and sufficient use of communication channels in order to lessen uncertainty and worry arising from misinterpretation of information or hindrance in the action of relevant issues.

- Policy makers, public relation professionals, and other responsible bodies should advocate the role of internal communication and channels to foster the employee's motivation so that the goal of the organization can be maintained.

Further Research Recommendations

This study only identified communication channels frequently used and its impact in employee motivation. So future research is needed on preference and whether the type of communication causes communication channels to show a discrepancy. Another possible area for future research could be to study interdepartmental communication within an organization with special focus on horizontal communication amongst employees of same hierarchical levels and within various departments.

The obvious limitation of this study is that the data were conducted in one type of organization. Therefore, further studies those consider the different organization as a source of data is needed to confirm the finding and assure the generalizability of the finding.

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Appendix

Addis Ababa University

College of Journalism & Communication

Public Relation & Strategic Communication

Dear respondents:

This questionnaire is designed for academic purpose. The aim of the study is to collect primary data for a study entitled: “**The Role of Internal Communication on Employee’s Motivation in the Case of Federal Civil Service Commission**” for the partial fulfillment of the Masters of Public Relation & Strategic Communication at Addis Ababa University. I kindly request you to provide reliable information. Your responses will be kept confidential. Thank you in advance for your cooperation. Please, you are not supposed to write your name. Put (√) inside the box or table for an alternative you think is right.

Part One

PERSONAL INFORMATION

- Gender-----
- Work Experience-----1-10yrs 11-20yrs
21-30yrs 30yrs and above
- Highest Educational Qualification---Certificate Diploma Bachelors Degree
Masters Degree PhD
- What internal communication channels do you frequently use?
Face-to-face Telephone Written (Memos) E-mail/internet
- By what channels do you communicate with direct immediate boss/Director?
Face-to-face Telephone Written (Memos) E-mail/internet
- By what channels do you communicate with co-workers?
Face-to-face Telephone Written (Memos) E-mail/internet

Part Two

Internal Communication Climate Survey

Dear respondents:

This questionnaire will ask you questions concerning internal communication within your organization. For the purpose of this study, internal communication is defined as the exchange of information both informal and formal between management and employees. When answering the items below think about the organization you currently work for, most recently worked for. Rate the following statements according to how you feel about your relationship with your immediate supervisor. Indicate your choice by placing an (x) under your choice.

The score levels are described as:

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

No.	Statements	1	2	3	4	5
1	Your immediate boss/Director makes you feel free to talk with him/her.					
2	Your immediate boss/Director encourages you to let him/her know when things are going wrong on the job.					
3	Your immediate boss/Director makes it easy for you to do your best work.					
4	Your immediate boss/Director expresses his/her confidence with your ability to perform the job.					
5	Your immediate boss/Director encourages you to bring new information to his/her attention.					
6	Your immediate boss/Director is willing to tolerate arguments and to give a fair hearing to any of ideas you have.					
7	Your immediate boss/Director has your best interests in mind when he/she talks to his/her boss.					

No.	Statements	1	2	3	4	5
8	Your immediate boss/Director is a really competent managed in his communication skill					
9	Your immediate boss/Director listens to you when you tell him/her about things that are bothering you.					
10	It is safe to say what you are really thinking to your immediate boss/Director.					
11	Your immediate boss/Director is frank and candid with you.					
12	You can communicate job frustrations to your immediate boss/Director.					
13	You can tell your immediate boss/Director about the way you feel he/she manages your department.					
14	You are free to tell your immediate boss/Director that you disagree with him/her.					
15	You think you are safe in communicating "bad news" to your immediate boss/Director without fear of retaliation on his/her part.					

Part Three

Employee's Motivation Scale

Instructions:

This questionnaire will allow you to determine how motivated you feel in your current role. Please read each statement carefully & select one alternative which honestly express your views in the context of your organization and your job. Number 5 represents = I fully agree 4= I Agree 3 = I'm not sure 2= I Disagree 1 = I fully disagree. Please, make a tick (√) mark against selected alternative and do not pass over any statement & kindly answer all the items.

No.	Statement	1	2	3	4	5
1	The mission or purpose of my organization makes me feel my job is important.					
2	I know what results are expected of me.					
3	The quantity of my work is enough to keep me busy but not too much to over.					
4	There is sufficient variety at work to maintain my interest.					
5	My boss leads by example.					
6	I have the opportunity to do what I do best every day.					
7	I have all the materials and equipment I need to do my best every day.					
8	I know what my boss thinks of my performance.					
9	The relationship with my boss enables me to be open when discussing work problems and concerns.					
10	I have friends at work.					
11	In the last seven days I have received recognition or praise for doing good work.					
12	My boss keeps me informed about what is going on.					
13	I have opportunities to innovate and work on my initiative.					
14	My boss or someone at work seems to care about me as a person.					
15	I am free to choose my own method of working.					
16	Working relationships in my team are good.					
17	I am consulted and my opinions seem to count.					
18	In the last 6 months, someone has talked to me about my progress.					

INTERVIEW GUIDE FOR LINE MANAGERS AND EMPLOYEES

INTERNAL COMMUNICATION CHANNELS, PROCESS AND EFFECTIVENESS

1. What is your role and what are your responsibilities in the organization?
2. Do you have employees who report to you? Who do you report to?
3. To what extent can you make your own decisions?
4. Who controls the organization? In your opinion, who has the power to control things, formally or informally, in the organization?
5. How would you define “information” and “communication”?
6. How would you define effective communication?
7. Are there formal/ informal ways of communicating within the organization? Is it effective? What would you do to improve the internal communication?
8. What channels are being used? E.g. Meeting, intranet, notice boards, e-mail, newsletter or other? With whom and for what purpose? Which is most effective?
9. Do you think that your employees receive sufficient information that allows them to understand the functions of the organization?
10. Do you select information the employees need to know? What is the selection process?
11. How do you ensure that information reaches the intended receiver?
12. How often and when do you communicate with your employees? What goes on? What do you discuss?
13. How do employees interact with management? Is there a chain of command?
14. How do you receive feedback from employees? Any forms of dialogue/forum participation in place/practiced?
15. How important is it for employees to know the organization’s vision, mission and values?
16. How important is internal communication for organization’s vision?
17. Which type of organizational culture, in terms of internal communication, would you say best describes the organization?

INTERCULTURAL COMMUNICATION (For Employees Only)

1. Do you have frequent contact with your boss/immediate managers regarding your work?
2. Have you encountered any difficulties in communication with your boss/immediate managers?
3. Do you have any knowledge of your organizational culture/climate?
4. Do you think that your boss/immediate managers should know about the functions of internal communication?
5. Do you think there is a need for your management members to have knowledge of the organizational culture?

INTERVIEW GUIDE FOR EMPLOYEE'S MOTIVATION

The following are questions designed for the interview on employee's motivation in their work setting.

1. Are you interested in the work you do at your work place?
2. Do you think you are making a meaningful contribution at your work place?
3. Did your organization encourage you to change job within the commission (getting additional training if needed) so that you can continue to be interested in your work and don't grow bored with what you do?
4. Do you think you have attractive work environment?
5. How does your manager motivate you as an employee to contribute input to their jobs and to the organization?
6. Do you have good relationship with your co-workers and immediate boss/Director?
7. Do you think your manager know healthy communication satisfy employees with your job?

FOCUS GROUP DISCUSSION GUIDING QUESTIONS

Internal Communication (Both Employees Team and Management Team)

- ✓ What do you feel about this organization use to communicate between its employees:
Common modes of communication?-explain, why?
- ✓ How have internal communication modes existing in the organization have been affected by the introduction of ICT in your organization? Probe; how? Why? To what extent?
- ✓ Do you think that people in this organization feel well communicated about their job?

If yes, why?

If no, why?
- ✓ How have the officials in this organization communicate their subordinates in this organization? How do you perceive the ways the officials communicate them?
- ✓ Do you consider that the communication practices among employees in this organization contribute to their motivation?
- ✓ How do you think that the communication modes affect employees' motivation in their jobs at this organization?

Employees Motivation (Both employees Team and Management Team)

- ✓ To what extent are employees motivated in this organization? Why?
- ✓ What does the organization do to motivate the employees in this organization?
- ✓ What, in your view, is the most important practice in this organization for keeping staff motivated? Why? How?
- ✓ What, in your view, is important to make people ready for the newly introduced meanness of communication?
- ✓ How are employees involved in using ICT to communicate among themselves and their immediate bosses?
- ✓ Are employees feel well communicated in the day to day activities? How and Why?
- ✓ Do employees feel “systematically” get a say about the way jobs are structured

DECLARATION

I, the undersigned, declare that this study is my original work and has not been presented in any universities, and that all the sources of materials used for the study have been dully acknowledged.

Declared by: Wondim Teklu

Signature: _____

Date: October, 2019

Place: Addis Ababa

In my view, the work is an original effort of the candidate and all materials used for the thesis have been dully acknowledged.

Name: Kindalem Damtie Mihretu (PhD)

Signature: -----

Date: -----

Annex I- Correlation Matrix

Correlations

	Your immediate boss/Director makes you feel free to talk with him/her	Your immediate boss/Director encourages you to let him/her know when things are going wrong on the job.	Your immediate boss/Director makes it easy for you to do your best work	Your immediate boss/Director expresses his/her confidence with your ability to perform the	Your immediate boss/Director is willing to tolerate arguments and to give a fair hearing to any of ideas you have	Your immediate boss/Director has your best interests in mind when he/she talks to his/her boss	Your immediate boss/Director is a really competent manager in his communication skill	Your immediate boss/Director listens to you when you tell him/her about things that are bothering you	It is safe to say what you are really thinking to your immediate boss/Director	Your immediate boss/Director is frank and candid with you.	You can communicate job frustrations to your immediate boss/Director	You can communicate job frustrations to your immediate boss/Director	You are free to tell your immediate boss/Director that you disagree with him/her	You think you are safe in communicating "bad news" to your immediate boss/Director without fear of retaliation on his/her part.	The mission or purpose of my organization makes me feel my job is important.	I know what results are expected of me	The quantity of my work is enough to keep me busy but not too much to over.	There is sufficient variety at work to maintain my interest	My boss leads by example	I have the opportunity to do what I do best every day.	I have all the materials and equipment I need to do my best every day.	I know what my boss thinks of my performance.	The relationship with my boss enables me to be open when discussing work problems and concerns	I have friends at work.	In the last seven days I have received recognition or praise for doing good work	My boss keeps me informed about what is going on	I have opportunities to innovate and work on my initiative	My boss or someone at work seems to care about me as a person	I am free to choose my own method of working.	Working relationships in my team are good	I am consulted and my opinions seem to count	In the last 6 months, someone has talked to me about my progress			
Your immediate boss/Director makes you feel free to talk with him/her	Pearson Correlation	1																																	
	Sig. (2-tailed)																																		
	N	196																																	
Your immediate boss/Director encourages you to let him/her know when things are going wrong on the job.	Pearson Correlation	.289 [*]	1																																
	Sig. (2-tailed)	.000																																	
	N	196	196																																
Your immediate boss/Director makes it easy for you to do your best work	Pearson Correlation	.341 [*]	.299 [*]	1																															
	Sig. (2-tailed)	.000	.000																																
	N	196	196	196																															
Your immediate boss/Director expresses his/her confidence with your ability to perform the	Pearson Correlation	.278 [*]	.061	.276 [*]	1																														

