



ADDIS ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATION
DEPARTMENT OF PUBLIC RELATIONS STRATEGIC COMMUNICATION

**An assessment of Communication Satisfaction
at the Ethiopian Postal Service Enterprise**

BY YIRGALEM TILAHUN

Addis Ababa, Ethiopia
May 2022

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**An assessment of Communication Satisfaction
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A Thesis Submitted to Addis Ababa University School of Journalism and Communication
in Partial Fulfillment of the Requirements for the Degree of Masters of Art
in Public Relations and Strategic Communication

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This is to certify that the thesis prepared by the thesis prepared by: Yirgalem Tilahun entitled - An assessment of Communication Satisfaction at the Ethiopian Postal Service Enterprise is submitted in partial fulfilment of the requirements for the award of Master of Arts Degree in Public Relations and Strategic Communication, complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

One of the foundations for improving an organization's efficiency is understanding the significance of measuring employee communication satisfaction. The idea of a communication audit is not well practiced in our country, especially in government organizations. One such company is the Ethiopian Postal Service Enterprise (EPSE). This research study is mainly aimed at exploring the level of employee communication satisfaction in EPSE with communication factors and also evaluating the relationship between job satisfaction and communication satisfaction by analyzing Downs and Hazen (1977) communication satisfaction dimensions. The study also assessed the strength and weaknesses of formal and informal communication practices of the EPSE and also evaluated the relationship between top management and the employee and the supervisory subordinate relationship of the employee. A total of 137 EPSE staff members from 23 departments participated in this study. This study includes both managers and employees of the organization. The researcher used correlational research design and a mixed research method approach that included both quantitative and qualitative data. The primary data for the research was collected through Downs Hazen's 1977 CSQ 7-Step Likert type scale and in-depth interviews. The data were analyzed by SPSS software and by summarizing the responses from the interviewees. The study indicated that there is a low level of communication satisfaction among employees and that there is also a significant communication satisfaction difference in gender and term of employment. Additionally, there is a strong positive relationship between communication and job satisfaction. The study also discovered that middle management and staff members are not satisfied with top management's communication. Employee satisfaction with their supervisor's communication is comparatively high. According to the research, improving employee communication satisfaction will require more efforts and initiatives from senior managers as well as efficient management of internal communication. By developing various motivational mechanisms to utilize and exploit their knowledge, EPSE also focuses on the communication satisfaction of experienced employees and male employees.

Key words: Key Words: - communication Satisfaction, job satisfaction, communication audit, organizational effectiveness, communication factors/dimensions

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ACRONYMS

CEO ⇒ Chief Executive Officer

CO ⇒ Chief Officer

CSQ ⇒ Customer Satisfaction Questionnaire

EFA ⇒ Exploratory Factor Analysis

EPSE ⇒ Ethiopian Postal Service Enterprise

KMO ⇒ Kaiser-Meyer-Olkin (KMO) Measurement

SPSS ⇒ Statistical Package for the Social Sciences

Chapter One

1. Introduction

1.1 Background of the study

Communication is essential for a positive and effective atmosphere in all areas of life, not just the workplace. One of the most common jobs at the office is communication. (Harris & Nelson, 2008). Jones (2006) explains that communication is one, if not the most important, element that leads to organizational success. Communication contributes to greater job satisfaction of employees and improved benefits to the organization (Hargie, 2016). With respect to satisfaction with communication, we are talking about various levels of employee satisfaction with communication. Satisfaction with communication created relationships between members of the organization through communication, which included subordinate communication, supervisor communication, and horizontal communication (Alsayed et al., 2012). Gray (2004) notes that satisfaction with employee communication is important as it identifies a key issue for employees who play a central role in determining organizational effectiveness.

Thus, if this is essential, the mode of communication must be evaluated at a given time in order to improve working conditions and organizational performance. The assessment of employee communication satisfaction is an important component of organizational communication audits to assess the effectiveness of communication (Ibid, 2004). The best way to obtain accurate information about the status of internal communications is to carry out a communication audit (Hargie and Tourish, 2004).

Communication audits and assessments of communication satisfaction, in particular, are designed to gather data on the strengths and weaknesses of organizational communication and provide a foundation for communication strategies to develop positive working relationships, improve the transmission of information, and ultimately, improve organizational effectiveness (Gray, 2004).

Employees who are satisfied with organizational communication may have healthy relationships and free-flowing information, which makes their job much easier to accomplish and their ability to perform much better (Alsayed et al., 2012).

However, Communication audit is not well-recognized in our country, especially in government institutions, in my experience as a communicator in four government organizations and according to information I received from federal government communicators. Government organizations are not aware of the audit of their plan, their communication strategies and practices. In this paper the researcher studied the employee's communication satisfaction of Ethiopian postal service Enterprise (EPSE).

The Yearly magazine 2011 E.C of the enterprise states that the Ethiopian postal service Enterprise (EPSE) was officially established in the reign of Emperor Minilik II on March 9 1984 to give formal postal service throughout the country. Thereafter, the first stamp was issued in France in 1894 for the local service and also for the international postal service. In 1908, Ethiopia signed up as part of the Universal Postal Union. The construction of the railway line from Addis Ababa to Djibouti has also played an important role in speeding up mail delivery effectively and efficiently. However, after Emperor Minilik's death, the service weakened from time to time.

After 25 years, the service is revitalized in connection with the new stamp issued on the celebration of the third anniversary of Emperor Haile Selassie. For the second time, however, the service weakened during the fascist invasion of Italy. After that, in 1958 the Ethiopian postal service was officially restored as an independent entity under the Ministry of Post, Telegram and Telecommunications. And also have an additional mission like transporting postal documents, making payments by mail and many orders, managing postal packages and issuing stamps.

Starting from 2009 with the proclamation of 165/2009 Ethiopian postal service restructured and administered by itself by having the name of Ethiopian postal service Enterprise (EPSE) with an objective of adding different new services.

Today, the Ethiopian Enterprise Postal Service (EPSE) consists of 835 domestic service stations and 17 international service stations. The head office is located in Addis Ababa, which has more than 796 employees.

Even though several emerging technologies have replaced EPSE's services, the corporation has adjusted by developing new postal services, however EPSE neglected to concentrate on the communication satisfaction of internal employees.

1.2 Statement of the problems

A number of studies show that the role of internal communication is essential to the effectiveness of an organization. Jones (2006), as cited by Greenbaum, Clampitt, & Willihnganz (1988), suggested that "communication is critical to the success of any company, and understanding the quality of the general communication system is essential for achieving high levels of organizational effectiveness."

According to the findings of the study of public sector organizations in Bangalore city, Karnataka, India, by Bahatia and Balani (2015), effective internal communication plays a significant role in improving the performance of employees. Thus, the major aim of a business should be to create sound internal communication through measuring employee communication satisfaction in order to sustain appropriate employee productivity. To improve employee performance, organizations should focus their policies on the effectiveness of their internal communication systems (Ibid, 2015).

Measurement of employee satisfaction with regard to communication is not commonly recognised in our country. According to Mengesha and Commons (2006), Ethiopian reform documents would demonstrate that the reform does not actually acknowledge the need for internal communication as a component of any meaningful reform. Furthermore, the relationship between employee communication satisfaction and job satisfaction and job performance is not the subject of extensive research. Since internal communication has been associated with job satisfaction in numerous studies, it is the key to better improvement. The researcher was curious about this portion of the study as well.

Additionally, this study proposed a remedy for the communication gap that Ethiopian Postal Service Enterprise employees were dissatisfied with. Government organizations haven't given the necessity to measure employee communication satisfaction adequate attention. This is based on my experience as a communicator in four different government organizations and the information I learned from federal government communicators. As a government organization within Ethiopia, in EPSE there is not enough practice to measure the level of communication satisfaction of employees. Although the organization has made various reforms to the services that provide clients, it has not given enough attention to employee satisfaction with respect to communication.

The flow of information from different directorates is also another factor to address employee communication needs. As indicated by Amanuel Gebru's doctoral thesis, the multidirectional flow of information is thought to improve the workforce's communication satisfaction by allowing them to use many lines and sources of information to achieve satisfaction (Gebru, 2013).

Many communication professionals believe that the communication satisfaction of employees and staff plays an important role in the well-being, efficiency, and effectiveness of their organization. Employee communication satisfaction is significant because it highlights a critical issue for employees, who play a crucial role in determining organizational effectiveness. (Gray & Laidlaw, 2004). On the other hand, if they are not satisfied, the result will be negative. Improving a mode of communication by measuring the level of employee communication satisfaction is a key task in achieving organizational effectiveness. Employee satisfaction with communication was an important component of organizational communication audits to assess communication effectiveness (Ibid, 2004).

According to Jones (2006), as cited by Downs and Adrian (2004, p.2), "organizations must monitor how successfully their people communicate because their ability to exchange and coordinate information is often critical to their survival," particularly subordinate communication satisfaction with multiple communication directions.

Certain research indicates that employee communication satisfaction is observed to vary depending on the variables that influence the level of satisfaction and the practice of organizations. Employees have a significant impact on the well-being, success, and efficient operation of their organizations. Because low levels of job satisfaction have been linked to low productivity, it is crucial to understand the possible elements influencing organizational communication satisfaction and job satisfaction. As a result, the purpose of the study is to evaluate the satisfaction of employee communication inside EPSE at the same time as also highlighting its strengths and weaknesses. Comments

1.3 Research questions

1. What is the level of communication satisfaction of Ethiopian postal service Enterprise employee on CSQ?
2. Is there a significant relationship between communication satisfaction and job satisfaction CSQ?
3. What is a difference between male and female employees in communication satisfaction?
4. Is there a difference between jouniour and seniour staff members on communication satisfaction?
5. Could formal/informal communication have a significant connection with communication satisfaction?
6. Could a supervisor / subordinate relationship have an effect on communication satisfaction?

1.4. Objectives of the study

General objectives

The main objective of this study was to assess the level of communication satisfaction of the staff members of the Ethiopian postal service Enterprise (EPSE).

Specific objectives

The study encompasses the following specific objectives:-

- ☞ To assess the relationship between communication satisfaction and job effectiveness CSQ.
- ☞ To evaluate the relationship between communication satisfaction and job satisfaction.
- ☞ Investigate the level of communication satisfaction among new and old employees
- ☞ Evaluate whether there is a significant communication satisfaction difference between male and female staff members.
- ☞ To identify the level of communication satisfaction among formal - informal, top to down - down to top, subordinate – supervisory CSQ.
- ☞ Investigate the organization's internal communication strengths and weaknesses.

1.5 Significance of the study

In all government organizations, there is an annual financial audit, but there is no audit of communication satisfaction, even in the strategic year. But understanding the need to measure communication satisfaction is essential for the development of the organization.

This study contributes to demonstrating the value of a communication audit for government agencies, particularly for businesses like the Ethiopian Postal Service Enterprise. The paper shows how measuring employee satisfaction in communications would help to improve organizational activities.

In addition to this, the study benefits management by enabling them to assess present communication practices, comprehend the strengths and weaknesses of communication channels, and formulate suggestions for future communication strategy improvements. On the other hand, this paper gives a clue for further research in this area.

1.6 Scope of the study

Even if EPSE has its own branches throughout Ethiopia and Addis Ababa, the scope of this study is limited to assessing the communication satisfaction of different levels of employees in the Ethiopian Postal Service Enterprise head office in Addis Ababa.

1.7 Organization of the paper

According to Addis Ababa University's thesis format, this study has five chapters. The first chapter of the introduction section includes the study's background, problem statement, objective, research questions, significance, scope, and limitations. The second chapter incorporates a literature review of the research related to communication satisfaction and communication audit.

The research methodology of the study will discuss in chapter three. This will include the method, technique, procedure, and tool of data collection and classification. Analysis of the collected data will be discussed in Chapter Four. Finally, in chapter five, the conclusions and recommendations of the study will be presented based on the findings of the study.

1.8 Limitations

This study shows the relationship of communication satisfaction with job satisfaction by focusing on the dimension of communication satisfaction only. To discover the details of the relationship between job and communication satisfaction, the researcher of this study advised further studies to consider different job satisfaction and performance dimensions connected to communication dimensions.

The other limitation is the use of the newly integrated statistical software to refine the results of the study. Even though the study finds out different findings, the research can't be fully interpreted in a smart expression like online different journals due to a lack of enough knowledge of smart statistical software, such as how to entertain the differences of variables in each factor and their interpretation. Incorporating training such as this smart statistical software into their courses may be the future assignment of educational institutions to produce better research papers.

Operational Definition of Terms

Terms	Definition
Communication satisfaction level	The degree of communication satisfaction among EPSE employees as measured by the CSQ over the past six months, using interview responses and a Likert type scale with a range of 1 to 7 (very satisfied to very dissatisfied).
Communication Climate	Reflects interpersonal and organizational communication. On the one hand, it discusses how much workplace communication motivates and stimulates employees to achieve organizational goals and how much it contributes to their sense of belonging to the company. Instead, it offers assessments of how well the organization's communication attitudes are doing.
Supervisory Communication	It includes both upward and downward components. The level to which a superior is open to suggestions, the extent to which the supervisor listens and pays attention, and the extent to which guidance is supplied in overcoming job-related challenges are three of the most important factors.
Organizational	The degree to which individuals obtain information about their immediate

Integration	work environment is referred to as organizational integration. The degree of satisfaction with information about departmental plans, job requirements, and certain personnel news is among the items.
Media Quality	The degree to which meetings are well planned, written directives are short and clear, and the amount of communication is about right is referred to as media quality.
Co-worker Communication	Refers to how accurate and free-flowing horizontal and informal communication is.
Corporate Information	It handles the broadest range of information regarding the organization as a whole. It contains provisions for notification of changes, details regarding the organization's financial situation, and details of the organization's overarching principles and objectives.
Personal Feedback	It addresses the need for employees to understand how they are rated and how their performance is evaluated.
Subordinate Communication	Both upward and downward communication with subordinates is included. The questions, which focus on how subordinates react to downward communication and the extent to which they initiate upward communication, can only be answered by supervisors.

Chapter Two

Literature Review

2. Introduction

A number of researchers discovered that communication satisfaction is the foundation for organizational efficiency. As written by Panchanatham and Nalina (2016) in short, communication is the lifeblood of an organization. Good communication between all levels in the workplace, from top management to the lowest level of management, is an effective way of combating possible barriers. To communicate effectively, managers need to develop an information exchange system that is both understood and accessible to their employees (Ramirez, 2010). Knowing the level of employee satisfaction with regard to communication through audit measurement is one of the basics of effective organizational communication. Antonis (2005) indicated that the benefits of the communication audit derived from measuring perceptions in terms of issues impacting on the organizational and communication culture and climate and addressing weaknesses or barriers as identified by the measurement of perceptions. To increase organizational effectiveness, Theaker A. (2002) explains that by conducting attitude surveys, suggestion programs, and encouraging the upward flow of communication, management can exhibit a genuine interest in employee problems. This part of the literature review includes highlighting local and international literature on satisfaction with communication, auditing, and related literature. According to the researcher's finding, only three related documents were obtained locally.

The two local documents in its research findings in the context of the communication satisfaction study and also one document in the communication audit context. In connection with communication satisfaction, both two papers, Samson Belina (2016) in the case of Awash insurance company and Fikru Negeo (2014) in the case of Oromia Regional State Government Communication Affairs Bureau, focus on knowing the level of organizational communication satisfaction by measuring employees' communication satisfaction based on theories of organizational communication. Even though the common ground of the above two papers and this research is employees' communication satisfaction, the focus of this paper is more about measuring communication satisfaction by communication audit, especially for internal communication and auditing the communication satisfaction practice of EPSE.

The third paper by Makda Getahun (2020) about auditing, Auditing Federal Government Public Relations in Ethiopia: Tool for Development Communication or propaganda? Even if it is about auditing, its focus is not about communication satisfaction audit, it is about auditing the practice of public relations in federal government organizations of Ethiopia. However, the aim of this study is to explore the communication satisfaction of the EPSE employees.

2.1 Organizational communications

Many texts define organizational communication from a different perspective. Organizational communication is a complicated and ongoing process by which the people of an organization establish, maintain, and modify it (Keyton, 2005). The researcher of this study selects the next definition in relation to this study.

Organizational communication is defined as “a program that focuses on general communication processes and dynamics within organizations. Includes instruction in the development and maintenance of interpersonal group relations within organizations; decision making and conflict management; the use of symbols to create and maintain organizational images, missions and values; power and politics within organizations; human interaction with computer technology; and how communications socializes and supports employees and team members”(Kumar, 2014).

2.1.1 Importance of organizational communication

Managing organizational communications is a big task for every organization to achieve good performance. Organizational communication is a prerequisite for cooperation and leads to the kind of constructive behavior that is essential for relationships (Akpinar and et al., 2013). Employees and members of each effective organization have a fundamental process through which they communicate knowledge, form relationships, make meaning in their organization, and "build" culture and values (Kumar, 2014). He also outlines the importance of organizational communication as leading, streamlining, problem solving, conflict management, and compliance.

2.2 History of Communication Audit

Studies indicate that the audit of communications practices is a recent measure of improved communications practices. Citing (Shelby, Reinsch 1996), Winkler (2018) said in the

professional literature that the term "communications audit" has been used since the 1950s. Communication audits have been documented for over 50 years, and several audit methods have been evaluated (Hargie and Tourish 2002). Jones (2006) also affirmed by citing Goldhaber and Krivonos (1977) that in 1954, Odiorne was one of the first to use the phrase "communication audit" by developing "a questionnaire with 16 dichotomous items to survey top managers and project engineers" which focused on message content and communication climate.

Another researcher also reflected on his current state and his future prospects regarding the communication audit. Although communication academics have traditionally paid little attention to research and consulting in educational institutions, the prospects for this type of work in the coming decade are bright (Smith 1980). As he stated, up to 1980, only three known comprehensive communications audits were carried out on a campus, the first being an urban public university in 1976. The second was at a church-affiliated college in 1979. The third was from a church-related college in 1980. As Hargie and Tourish (2004) have observed recently, financial audits are well established and clinical, medical, and organizational audits are also widely used.

2.2.1 Communication Audit

The term "communication audit" is defined by different researchers with regard to internal and external communication. This research paper addresses a portion of internal communication. On behalf of internal communication, Booth (1988) defines the concept of "communication audit" as "the process by which communication within an organization is analyzed in order to increase organizational effectiveness." A communication audit allows for an objective examination of communication within an organization (Winkler, 2018). Kumar (2014) describes an audit of an organization's communications strategies, operations, and initiatives as a "communications audit." Antonis N. (2005) also stated that a communications audit is a simple method for assessing, evaluating, and analyzing intra-organizational communication. It can also provide an objective evaluation of the organization's intra-organizational communication, allowing it to improve.

Communication audits and satisfaction assessments, in particular, are intended to gather data on organizational communication strengths and weaknesses and to serve as a foundation for communication strategies that will foster positive working relationships, improve information

transmission, and, ultimately, improve organizational effectiveness (Gray and Laidlaw, 2004). A communication audit highlights the often unclear reality of an organization's performance and exposes issues and secrets to critical scrutiny (Hargie and Tourish, 2004).

2.2.2 Communication audit process

According to Hargie and Tourish (2004) a communication audit is a positive and motivating exercise, being in itself an internal consultation process. Communication audit process steps in measuring communication can be summarized by them as follows: audit current levels of performance, extensively communicate the audit's findings across all levels, and implement a personalized action plan to address any deficiencies, followed by a follow-up audit to assess the action plan's effectiveness. The audit implementation process should include activities such as mobilizing top management engagement, preparing the company for audit, gathering data, analyzing it, and taking action (Ibid, 2004). They also concluded that Organizations that incorporate audits into their regular communication planning process, take the results seriously, and base their communication plans on hard data rather than hunches have a considerably better chance of succeeding than their competitors.

2.2.3 The Benefits of communication audit

Antonis N. (2005) indicated that communications audits evaluate how well employees' communication needs are being addressed while taking into account a variety of factors that influence employees. By citing Hamilton (1987), Antonis (2005), some of the benefits of communication audit derived from the auditing process that can be experienced by the organization include increased and improved productivity; more appropriate use of existing and future communications and information technology; more efficient use of time; discovery of "hidden" information resources; and increased staff confidence, loyalty, and commitment.

Kumar (2014) also discovered eight points of the benefits of the communication audit as follows:-

- It aids in the development of employee support for communication and organizational transformation initiatives.
- It demonstrates employees' commitment to improving communication throughout the organization, as well as their willingness to listen to and respond to the opinions of

employees and other stakeholders—a crucial step in establishing positive relationships, establishing credibility, and fostering mutual trust.

- It determines what main groups of employees think about the company's messaging and initiatives.
- It will provide practical recommendations for improving communication in the organization.
- It will save time and money while also serving as a catalyst for a culture shift toward open communication.
- It will provide practical recommendations for improving communication in the organization.

2. 3. Communication satisfaction

Alsayed (2012) wrote, citing Pincus (1986), that communication satisfaction is calculated as the total of a person's satisfaction with information flow and relationship characteristics. Hecht (2006) examined the affective response to the fulfillment of expectation-type norms. It is commonly referred to as satisfaction, and it represents a pleasurable and gratifying experience. Clampitt and Girard (1993) also pointed out that employee satisfaction with various communication strategies inside the organization is referred to as communication satisfaction (Saurabh and Chattopadhyay, 2013).

Akpınar and et al. (2013) mention that employee communication satisfaction is also important since it affects employee organizational effectiveness. Hecht (1978) found that satisfaction will be studied individually in the areas of interpersonal, small group, and organizational relationships and it will be conceptually related to exceptions that differ in different circumstances. The openness and listening ability of superiors are measured in this dimension of the relationship with superiors, which comprises bottom-up and top-down communication components (Saurabh and Chattopadhyay, 2013). Terumi, L.K. (2009) indicates that employee satisfaction has become more complicated, and the variables and measures used to gauge satisfaction are no longer relevant.

2.3.1 Measuring communication satisfaction

Various researchers have discussed the importance of measuring communication satisfaction. According to Gray and Laidlaw (2004), the assessment of employee communication satisfaction was an important part of the organizational communication audit to assess the effectiveness of communication. Communication audits and satisfaction assessments, in particular, are designed to collect data on organizational communication strengths and weaknesses and provide a foundation for communication strategies to develop positive working relationships, improve information transmission, and, ultimately, improve organizational effectiveness (Ibid, 2004).

Several instruments have been developed to evaluate communication satisfaction. Most literature on communication satisfaction measures shows that Downs and Hazen's (1977) communication satisfaction questioner CSQ is a better way to gauge employee communication satisfaction. This instrument is used in various research, particularly in the area of organizational communication. Koning and Jong (2007) found that the CSQ developed from a dispute among communication experts who attempted to construct a list of significant subjects or a score for organizational communication. Gülnar (2007) noted that the Communication Satisfaction Questionnaire (CSQ), developed by Downs and Hazen (1977), was the most widely utilized tool for assessing organizational communication effectiveness. Koning and Jong (2007) also concluded that Downs and Hazen's (1977) communication satisfaction questioner (CSQ) was created to get a holistic picture of how employees see an organization's communication infrastructure.

Employee attitudes and judgments about many communicative practices are the focus of the CSQs, as these views will influence employee behavior in an organization (Koning & Jong, 2007). Hargie and Tourish (2009) found that CCS is one of the most audacious and comprehensive attempts to measure all aspects of an organization's communication system. (Greenbaum et al., 1988) stated that the CSQ was coherent and reliable internally across all organizations. The CSQ assesses employee communication satisfaction by polling them on eight different topics ranging from interpersonal communication to an evaluation of the organization's communication atmosphere (Koning and Jong, 2007).

2.3.2 Communication Dimensions/Factors of Downs and Hazen (1977)

Hargie and Tourish (2009) explained that, after extensive testing, Downs and Hazen (1977) isolated eight key communication factors: communication climate, relationship with supervisors,

organizational integration, media quality, horizontal communication, organizational perspective, relationship with subordinates, and personal feedback.

Clampitt and Girard (1993) indicated by citing Downs (1977) that the eight dimensions are described as follows:

(1) *Communication Climate* reflects communication at both the organizational and personal level. On the one hand, it covers things like how much communication in the workplace encourages and excites employees to achieve organizational goals and how much it helps them identify with the company. On the other hand, it provides estimates of whether or not the organization's communication attitudes are healthy.

(2) *Supervisory Communication*:-Communication with superiors includes both upward and downward components. The level to which a superior is open to suggestions, the extent to which the supervisor listens and pays attention, and the extent to which guidance is supplied in overcoming job-related challenges are three of the most important factors.

(3) *Organizational Integration*:-The degree to which individuals obtain information about their immediate work environment is referred to as organizational integration. The degree of satisfaction with information about departmental plans, job requirements, and certain personnel news is among the items.

(4) *Media Quality*:-The degree to which meetings are well planned, written directives are short and clear, and the amount of communication is about right is referred to as media quality.

(5) *Co-worker Communication* refers to how accurate and free-flowing horizontal and informal communication is. Satisfaction with the grapevine's activity is another element to consider.

(6) *Corporate Information*: The widest type of information regarding the organization as a whole is dealt with by corporate information. It includes items on notification about changes, information about the organization's financial standing, and information about the overall policies and goals of the organization.

(7) *Personal Feedback*: The requirement for workers to know how they are being judged and how their performance is being evaluated is addressed via personal feedback.

(8) *Subordinate Communication*: Upward and downward communication with subordinates is the topic of subordinate communication. These items, which involve subordinate responsiveness to downward communication and the amount to which subordinates initiate upward communication, are only answered by supervisory personnel.

2.4 Job satisfaction

Job satisfaction is defined as the attitude that individuals have towards their employment (Abdullah and Hui, 2014). Pangil et al., (2011) mention that job satisfaction is one facet of employee outcomes that has received a lot of attention and will continue to do so in the future. Job satisfaction is strongly reliant on communication, and whether or not supervisors adopt the appropriate communication style will have a direct impact on the organization's level of job satisfaction. Akkas and Tasnim (2017), Saari L., and Judge T. (2004) wrote that employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. However, from the perspective of research and practice, the most important employee attitude is job satisfaction. According to their study, the major practitioner knowledge gaps in this area are the causes of employee attitudes, the results of positive or negative job satisfaction, and how to measure and influence employee attitudes. Alhassan et al. (2017) also found out that to comprehend job performance, one must first comprehend communication and job satisfaction, which serve as the foundation for efficient job performance.

2.5 The relationship between communication satisfaction and job satisfaction

Many communication professionals have written on the relationship between communication satisfaction and job satisfaction. Hargie and Tourish (2009) found that the more satisfied employees are with communication, the more satisfied they are with the work they do. However, he said, certain types of communication, like those with the supervisor, tended to be more important than others. Saurabh and Chattopadhyay (2013) described how, in order to perform well, members of any organization must be satisfied with their organization's communication activities. The study of Loth and Mushi (2019) on Tanzania Daresaalam and Alhassan et al.

(2017) in Malaysia, plant turn around maintenance workers shows that communication in service-rendering organizations has a great influence on employee job satisfaction. They reported that in human resource terms, we can say that effective internal communication has a big beneficial impact on employee job satisfaction. Bulutlar and Kamasak (2008) also found in their study of blue-collar workers that there is a clear relationship between organizational communication quality and all dimensions of CSQ job satisfaction. Especially satisfaction with the supervisor is highly explained by communication.

According to the study of Akkas and Tasnim (2017) in an automobile company named Kia Motors in Dubai, they examined that (communication as an independent variable and job satisfaction as a dependent variable), the right amount of information regarding work or the organization, and feedback have a huge impact on the level of job satisfaction. And generally, they proved that there is a relationship between communication and job satisfaction.

Gülнар (2007) also concluded that overall job satisfaction was shown to be strongly and positively connected with overall communication satisfaction, with a rather high correlation coefficient. He also indicated variable peers that have the strongest correlations respectively, as follows: (1) supervision and supervisory communication; (2) overall job satisfaction and overall communication satisfaction; (3) overall job satisfaction and communication climate; and (4) supervision and overall communication satisfaction. Bhatia and Balani (2015) also mentioned that the contributing factors in the relationship between communication and job satisfaction were identified as communication by supervisors, feedback mechanism, communication climate, and upper management communication.

Akpınar et al. (2013) indicate that organizational communication affects satisfaction, engagement, trust, and justice in the organization. And he also explained that perceptions of communication and job satisfaction in the organization are crucial indicators of organizational engagement. Hecht (2006) investigates the positive and negative emotions felt when people are satisfied or dissatisfied is associated with the connection between an internal state and the perceived environment.

2.6. Internal communication

As I have observed in the public relations field, most government organizations in our country do not pay enough attention to internal communication. However, review articles by different researchers have indicated that internal communication is the foundation of the organization's success. Onyiengo (2004) points out that internal communication must be considered in public relations because an organization cannot successfully target external audiences unless it first obtains the support of its internal audiences. Employees are the most crucial productive factor in sustaining an organization's existence and success. (Akpinar et al., 2013). According to Arins (2013), internal communication is characterized as a useful instrument for presenting an intelligible, clear, and exact image of the organization within its internal processes.

Internal communication keeps individuals informed about their jobs, organizations, environments, and coworkers (Kumar, 2014). White *et al.* (2010) write that employees are an organization's face and have a significant impact on its success. Internal communication is a crucial tool for an organization to focus on the goals required, such as improving employee morale and reducing slow, unnoticed destruction within the organization (Panchanatham and Nalina, 2016).

...focus on the internal aspect of communication, specifically intraorganizational communication, is particularly important as a result of the argument that in order to be effective, efficient and successful an organization needs to ensure that it operates from a stable foundation and as a result, optimal functioning within the organization is critical to achieve optimal success in relation to organizational processes that are externally focused (Antonis N. 2005).

Internal communication is primarily a management discipline that facilitates strategic communication among leaders, managers, and employees (Bhatia and Balani, 2015). Vora & Patra (2017) indicated that internal communication is becoming an increasingly important and dominant component of the corporate world, contributing both directly and indirectly to a company's bottom-line financial performance. Kumar R. (2014) also examined the fact that organizational communication is primarily concerned with developing relationships, or recurrent interpersonal contacts, with internal employees and interested external publics.

Strategic internal communication provides a competitive advantage not just because of the apparent benefits of employee satisfaction and productivity, but also because of the beneficial contributions that well-informed employees may make to a company's external public relations efforts (White et al., 2010). Bhatia and Balani (2015) also mentioned that effective internal communication guarantees that staff are dedicated to achieving operational goals, resulting in increased productivity and performance. Internal communication failure, on the other hand, may result in undesirable outcomes such as stress, work discontent, poor confidence, reduced organizational commitment, turnover intentions, and absence. (Hau 2016). So, according to Hau, managers must be able to measure an organization's communications environment (L'Etang, 2008) and analyze the existence of internal organizational, cultural, political, and relational dimensions (Conrad, 1994), (Ibid. 2016). Pamela (2014) found that organizations are increasingly recognizing the value of building with employees' long-term relationships based on mutual satisfaction.

2.6.1 Informal communication

Kapur (2020) indicated that informal communication is the casual and unofficial form of communication wherein information is exchanged spontaneously between two or more people without conforming to the prescribed official rules, processes, systems, formalities, and chain of command. This form of communication annuls the rank or authority of the person and can connect members of the organization in all directions, both horizontally and vertically (Stevanovi and Gmitrovic, 2016). Informal communication means learning in an atmosphere where a learner is directed to the communication process in an informal setting (Saleem and Pervee, 2017).

Informal communication is mostly used when there are gaps in or barriers to formal communication which prevent the employees from getting the information they require or desire. Common sources are: rumor (an unofficial channel which transmits unreliable information), grapevine (it carries more reliable and valuable information) (Shonubi and Akintaro, 2016). Kumar (2014) also divides grapevine communication into four types: single chain /person to person, gossip chain/more than two people/, probability chain/interesting information but not important/, and cluster chain/group communication/.

2.6.2 Formal communication

Formal communication channels are established by the organization and serve to transmit messages that are related to professional life. These channels go downwards, upwards, or laterally (Wiskaa, 2010). Kumar (2014) mentioned that the formal direction of communication takes place upward, downward, and horizontally. He also stated that feedback or two-way communication can be both upward and downward or horizontal, but it is important for a company to enable open communication channels to motivate and achieve the best performance from employees. As indicated by Bhatia and Balani (2015), organizations should work on making both upward and downward communication more effective by being open to ideas and suggestions and having clarity in communicating orders, information, and expectations to employees.

2.6.3. Down ward communication

Communication that flows from a top level to a low level (from superior to subordinate) through the chain of command in an organization is known as "downward communication." It refers to the movement of information from the top management to the lowest officers (shonubi and akintaro, 2016). Information flows from the managerial and executive levels to the staff through formal channels such as policy manuals, rules and regulations, and organizational charts. Managers use this type of communication to give ideas, encourage employees, maintain discipline, inform job rationale, explain changes, give directions, and assign jobs to control and evaluate (kumar, 2014). In order to have effective down ward communication, he also points out the following that managers take into account: ensure the message is accurate, specific, and unambiguous, convey the message to the receiver in the right form; and specify the communicative objective. Whiteet et al. (2010) stated Downward communication may be evaluated on its consistency with recipients' beliefs about an organization.

2.6.3.1. Supervisory Subordinate communication

Recent research conducted on the subject of internal communication shows the influence of superior-subordinate communication on employee satisfaction (Winska, 2010). As stated by Akkas and Tasnim (2017), an employee's job satisfaction was either positively or negatively

influenced by the communication style the supervisor utilized. Michael's (2014) research suggests that if supervisors are trained and encouraged to use more effective supportive communication strategies, organizations may reap the benefits of greater employee job dedication, interpersonal facilitation, and task performance. Lee and Kim (2009) discovered that supervisory communication has three types:- job-relevant communication, upward communication, and positive relationship communication. Among these, supervisory communication serves a critical role in models of health social worker burnout in terms of reducing the perceived levels of job stress. The multidimensional model of effective communication via supervisors is cultivated by planning, organizing, controlling, training, and directing functions (Akkas and Tasnim, 2017). So, supervisors need to communicate with employees regularly, providing them with positive and constructive feedback (Bhatia and Balani, 2015).

Supervisor communication behavior may have pervasive organizational consequences, impacting the organization beyond the often immediate gains and clearly recognizable benefits of increased productivity and quality of work (Jeffrey and Myers, 1998). According to Lee and Kim (2009)'s study findings, high-quality supervision is measured by effective communication practices; thus, human-service managers should focus on developing organizational support not only for workers but also for supervisors because their skills and relationships with workers are critical assets and resources for the organization. At the end of their research, Gray and Laidlaw (2004) concluded that subordinates' communication satisfaction reinforces understanding of the role of communication practices and its relationship to overall satisfaction, among other important factors.

2.6.4. Upward communication

It is a kind of communication that comprises information about the subordinate, job performance, performance appraisal, new ideas, suggestions, and personal problems. It is important to achieve organizational goals (Kumar, 2014). He also points out the advantages of upward communication as creating a harmonious relationship between supervisors and subordinates, providing constructive opinions for development plans, creating a favorable organizational environment, knowing employees' attitudes, easier decision making, and developing creativity and motivation. It is initiated by staff and directed at executives; it

frequently takes the form of a complaint or request. These kinds of messages related to problems and business, customer complaints, and the like are of great importance to managers to correct and thus improve the business operation (Stevanovi and Gmitrovic, 2016).

2.6.5. Horizontal/ Lateral communication

Horizontal communication is communication that occurs at the same levels of hierarchy, like communication between managers, peers, and any horizontally equivalent organizational members (Kumar, 2014). He also wrote that it is observed that lateral communication at the worker level is less problematic, at least within a functional area.

Horizontal communications are very important since they improve coordination between groups, departments, and services. Because it enables individuals to communicate with their peers, horizontal communication increases employee satisfaction (Stevanovi and Gmitrovic, 2016). They also indicate that it is the most common form of communication in the organization, and that this type of communication allows the coordination and integration of departments and sectors performing relatively independent tasks and, as such, is of great importance for the organization.

2.7. Communication climate

The concept of climate is described briefly by Omisore and Nweke (2014); individuals have moods and feelings, so do organizations, and this is called climate. As a subset of organizational climate, communication climates in the form of employees' interactions are a factor that influences the quality of work life and effectiveness of organizational functioning (Mohammed and Hussein, 2013). Nordin et al. (2013) also described that the communication climate is of paramount importance in an organization as it contributes to the effectiveness and success of an organization. In general, Holloway (2012) cited Litwin and Stringer (1968) who defined organizational climate as the set of measurable properties of the work environment that are either directly or indirectly perceived by the employees who work within the organizational environment that influences and motivates their behavior.

Communication Climate has a significant impact on organizational productivity because it affects the effort of an organization member (Ahsanul, 2013). An organization's communication

climate may influence the atmosphere, which encourages or hinders horizontal, upward, or downward communication among employees (Ibid, 2013). It also develops out of interaction between features of an organization and an individual's perceptions of those features.

Determining the communication climate in an organization will provide insight into the employee's perceptions about the communication they receive, the quality and reliability of the message, and the transparency of their workplace (Biswakarma, 2017). Generally, Ahsanul (2013), citing Dennis (1974), states that "organizational communication climate is measured by securing perceptual reactions of organization members to macro properties of the organization that are relevant to communication and meaningful to organization members."

2.8 communication network and medium

In any organization, there are formal and informal communication networks. Formal communication networks are easier to impose, monitor, and improve decisions. They may also have a better contribution in terms of efficiency, reliability, and security,... but they lack flexibility in the process and prevent the organization from treating special cases (Kumar, 2014).

In formal communication, networks have their own positive and negative sides. If the individual and organizational goals are aligned, informal structures will have appositive effects on formal routines. On the other hand, if the employees are not satisfied with their work and are not fairly compensated, informal networks will have negative impacts on the organization (Sarлак and Salamzadeh, 2014).

Organizations use different mediums to communicate internally through different publications. Discussions with small groups in the organizational environment need coordination. The only way to coordinate these people is through large group communication, face-to-face and also through the new media. So organizations should select the appropriate medium for them. Various activities and the people interacting with the activities are disseminating information to all those who are involved, and to ensure that even the channels of disseminating this information are appropriate (Onyiengo, 2014).

2.9 Barriers of communication

According to Kumar (2014), communication barriers are defined as obstructions or blockages or hardships, shutdowns, and bottlenecks in an effective communication system. Noise, language differences, information overload, inattention, emotions, the pressure of time, and the complexity of the organizational structure are all barriers he has mentioned. Research shows that of the aforementioned obstacles, communication barriers between superiors and subordinates take a greater share. Akkas and Tasnim (2017) find that understanding the barriers between supervisor-employee communications is a key process for effective communication. They also argue that the impact of supervision communications on job satisfaction will help reduce barriers to effective communication.

2.10 Theoretical Framework

As Hecht (2006) indicated in his research, approaches to measurement must be linked to theoretical orientation. The researcher of this study puts forth two theories for this research. The first one focuses on organizational effectiveness, and the second one is on employee satisfaction related to job satisfaction. The final results of the two theories focus on organizational effectiveness.

Computing values framework:- According to the book *Communication Theories*, prepared by the University of Twente (2003-04), by citing Quinn & Rohrbaugh (1983), the Competing Values Framework emerged from a series of empirical studies on the notion of organizational effectiveness. These efforts were aimed at giving meaning to the criteria for efficiency. They found two dimensions of efficacy. The first dimension is linked to organizational direction, from an internal focus on individuals within the organization to an external focus on the organization itself. The second dimension is the contrast between stability and control and flexibility and change.

According to the book, the framework has four quadrants. My focus is in the first quadrant. An internal process model that is based on hierarchy, measurement, documentation, and information management. This theory seeks to balance the organization's internal and external clients to maintain organizational efficiency and effectiveness. This emphasis is placed on measuring, documenting, and managing information, which is related to this research. If managers try to

manage the information communication system by measuring employee satisfaction, the effectiveness or productivity of the organization emerges.

Herzberg's theory

This theory was developed by Fredrick Herzberg. The theory was developed in the course of determining factors that caused job satisfaction. And also, this theory supports the importance of effective internal communication in organizations (Loth and Mushi, 2019). The theory is based on two sets of factors: job satisfaction (motivating factor) and job dissatisfaction (hygiene factor). According to Herzberg et al. (1959), interpersonal relationships with subordinates, interpersonal relationships with peers, and interpersonal relationships with superiors are factors that create job dissatisfaction. If this negative communication relationship creates job dissatisfaction, we can say that communication satisfaction matters to job satisfaction.

But as Herzberg said, these relationships are not factors of job satisfaction and instead reduce job dissatisfaction if they occur positively. In connection with this, Loth and Mushi (2019) also state that if effective internal communication reduces dissatisfaction, job satisfaction is linked to the internal communication of the organization and also job satisfaction is influenced by effective communication. As mentioned in the above literature, good communication within the organization plays an essential role in improving employee performance and job satisfaction in many ways. Herzberg, Mausner, and Snyderman (1959) also contend that while the above relationship factors are not directly related to job satisfaction factors, they are a prerequisite for job satisfaction.

Chapter Three

3. Methodology

This chapter delineates the research method used to evaluate a study aimed at measuring a specific organization's (EPSE) communication satisfaction. As Creswell (2014) stated, the research design is linked to philosophical assumptions about the worldview and specific research methods or procedures that put the approach into effect. Related to this, the purpose of this research is associated with a pragmatic philosophical point of view.

Pragmatic world view

Pragmatism is a philosophical standpoint that combines both quantitative and qualitative methods of research integrity. Rather than antecedent conditions, pragmatism as a worldview emerges through acts, situations, and consequences (Ibid, 2004). Pragmatism not only justifies mixed research but also offers up all methodological options to a researcher, with mixed research becoming one way of putting the pragmatic philosophy into practice (Maarouf H. 2019).

The researcher of this study chooses this philosophy because its main focus is on solving research problems suitable for survey research and also believes that it is important to minimize the drawbacks that come from having only one method in the research problems. From the mixed method design, the researcher selects an explanatory sequential mixed method model, first conducts quantitative research, analyzes the results, and then builds on the results to explain them in more detail with qualitative research (Creswell, 2014). By this, the researcher gets advantages in collecting the missed data from one to another.

The research method consists of five parts: research design; data collection method; pilot test; reliability and validity test; and ethical issues. Murray and Beglar (2009) stated that the methods section typically includes a description of the participants, instruments, procedures, and the types of analyses that you will use.

3.1 Research Design

A correlational research design was used for this study. The methodological approach of this research is mixed methods. This type of research approach helps to analyze the research findings in different aspects and evaluate them deeply. As the research is concerned with communication satisfaction, the researcher's center of attention is more of a quantitative research method. The research data is collected both qualitatively and quantitatively. The collection of both quantitative and qualitative data neutralized the weaknesses of each form of data, thereby The core assumption of these combination approaches provides a more complete understanding of a research problem than either approach alone (Creswell, 2014).

3.1.1 Population

The Ethiopian Enterprise Postal Service (EPSE) has 23 departments with approximately 788 employees in the head office found in Addis Ababa. Of these employees, 70 are members of management, including the chief executive officers (CEO) and three deputy chief executive officers, chief officer (CO), and team leaders. The rest, 718, are officers and practitioners. Overall, 158 representative samples were used by the researcher. That is 28 employees from the management and 130 employees from the officers.

3.1.2 Sampling size

There are different formulas created by different research scholars to determine sampling size, the researcher of this study used Cochran (1963) formula which is favorable to this research.

$$n_0 = \frac{z^2 pq}{e^2}$$

In this formula n_0 = sample size, z = (abscissa of the normal curve that cuts off an area), e = /desired level of precision/, p = /estimated proportion of an attribute that is present in the population/ and $q = 1-p$.

$$n_0 = \frac{z^2 pq}{e^2} \quad n_0 = \frac{(1.96)^2 (0.5) (0.5)}{(0.07)^2} = 196$$

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} = n = \frac{196}{1 + \frac{(196 - 1)}{788}} = 157$$

And moreover to triangulate research results from quantitative analysis the researcher used purposive sampling for qualitative one.

3.1.3 Sampling technique

Sampling is a practical technique when it comes to survey questionnaires. Using a stratified random sampling technique, the researcher collected samples from management and employees of EPSE in 23 departments. The sampling frame consists of two levels of positions—management and professionals/practitioners—according to their population sizes in order to obtain a representative sample. Furthermore, there are 23 departments that group the levels of management and professionals/practitioners (strata).

The numbers of managers and supervisors are small compared to the number of employees, so the researcher distributes the questionnaire to all departments, at least one member of management randomly. Five departments that have more than four management members each have two questioners. In the case of an employee, the questionnaires were distributed to the sample employees randomly to each cluster in 23 departments according to the ratio of their number of employees. A purposive sample, which includes people with experience as communication heads and who have better knowledge and insight about the organization's communication system, was utilized by the researcher to gather qualitative data. This is done in order to gather sufficient data from those who are more knowledgeable about the EPSE communication system.

3.2 Method of data collection

The primary data was collected from questionnaires and interviews. Downs and Hazen's (1977) communication satisfaction questionnaire (CSQ) is the main method of data collection. The questionnaire is built using a seven-step Likert scale to determine how satisfied employees are with communication through a variety of options. The Likert scale also offers a more accurate representation of the true evaluation of an answer that ranges between 1 and 7 (1 = very satisfied, 2 = satisfied, 3 = somewhat pleased, 4 = indifferent, 5 = somewhat dissatisfied, 6 = dissatisfied, and 7 = very dissatisfied) to indicate the respondents' level of satisfaction. From question numbers 1-8, there are some demographic and general questions and also three questions (question numbers 9, 10 and 49) are open-ended questions. From open-ended questions, items

related to communication satisfaction are extracted for further analysis. Questions started from 11–48 are grouped into the eight proposed factors/dimensions/on the basis of Downs and Hazen's (1977).

And moreover, collecting factual data by using in-depth interviews with the former communication head and an employee of EPSE is the other way of collecting data. As Haregie and Tourish (2004:19) stated, this is because it allows for communication experiences to be explored in detail, and as such, can often produce interesting insights that surveys may miss.

In mixed research, the qualitative data collection sample is usually smaller than the quantitative data collection sample in mixed research since the objective is to acquire substantial information from a small sample, whereas in quantitative research, a high number is required to run relevant statistical tests (Creswell, 2014).

3.2.1 Questionnaire

The questionnaire is prepared by the questions, which are derived from the Downs and Hazen's (1977) with some wording modifications related to the enterprise. To make the questions more clear and easy to respond to for the respondents, the communication satisfaction questionnaire (CSQ) was translated by the researcher from the English language to the Amharic language (the working language of the respondents) and edited by English language experts and bilingual people.

The questionnaire is translated by using Sousa and Rojjanasrirat's 7-step guideline of translation, adaptation, and validation of instruments for cross cultural validation. As Sousa and Rojjanasrirat (2011) discovered, only a few researchers have described the use of strategies and steps or processes for the adaptation and/or validation of the instruments. So they emphasized that it is not sufficient. Also, the methodological approaches are not clearly presented in a user-friendly format, which makes it difficult for researchers to adopt and follow the recommendations. Therefore, they propose and present the seven highly recommended methodological approaches for translating, adapting, and validating instruments for cross-cultural health care research and other research in a clear and user-friendly guideline.

3.2.2 In-depth Interview

An in-depth interview is the other data collection method of this study. It is a qualitative research data collection technique that involves conducting intensive interviews with a small number of respondents. This type of interview involves unstructured and generally open-ended questions that are few in number and intended to elicit views and opinions from the participants (Creswell, 2014: 239). The primary advantage of in-depth interviews is that they provide much more detailed information than what is available through other data collection methods, such as surveys, and they may also provide a more relaxed atmosphere in which to collect information (Boyce and Neale 2006).

In mixed research methods, both forms of data are collected using the same or parallel variables, constructs, or concepts. The concept of self-esteem is being measured in both quantitative and qualitative data collection processes, such as in an open-ended interview (Ibid, 2014).

3.3 Pilot test

To check the validity of the questionnaire, to ensure the questions are understood by the respondent, to check the acceptability of the questions asked, and the willingness of the respondent to cooperate, the pretest was conducted. A pilot study obtained 20 respondents. The main components of CSQ were used as presented by Downs and Hazen in 1977, with some modifications.

After translating the questionnaire from English to Amharic by using Sousa and Rojjanasrirat's 7 step guideline of translation; the questionnaire was distributed to the 20 respondents. All the 20 distributed sample questionnaires were filled in by the respondents. The employees are from different government organizations, not the sample respondents. Of these, four of them are supervisors. The participants of the pilot study are researchers at Addis Ababa University (AAU), public relations (PR) officers, finance officers, librarians, and legal experts in different offices.

The pre-test study results showed some changes in the questionnaire. Some of the questions in the dimensions were changed from one dimension to another (question No. 11 from personal

feedback to organizational integration and question No. 25 from supervisory communication to personal feedback); two questions were grouped into one (question No. 32) to curb redundancy because they had similar concepts for the respondent when translated into the Amharic language; and one question (the translated term of "grapevine is active") was removed from the questionnaire because it created confusion for the respondent. Some additional open-ended questions were incorporated (question No. 9 and 10) to collect the desired response to the study.

The process of pretesting is carried out over a month's time. All the way through, discovered errors like problems with wording, ambiguous questions, and skipped questions were adjusted, and the data collection tool was made accordingly.

3.4 Data processing and analysis

Quantitative data from the questionnaire was analyzed by SPSS software and used outputs like demographic analysis of respondents, frequencies, and person correlation. Moreover, the research conducted exploratory factor analysis, normality test by kurtosis and skewness, sample adequacy by KMO and factor loading by Bartlett's test of Sphericity, appropriateness of the data by Inter-factor correlation test, Cronbach's alpha for reliability test, and also imputation technique was used for the missing data treatment. The qualitative data is also used by analyzing the responses from the interviewees according to the research questions to fill gaps in quantitative responses.

3.5 Ethical considerations

To get acceptable information on the study, the researcher should strictly abide by the ethical standards regarding research. So before distributing the questionnaire, the researcher had a letter from Addis Ababa University School of Journalism and Communication to get permission from the EPSE to collect the desired information. The aim of the study is clearly explained by the researcher so that the respondents fill in the questionnaire with full consent. And also inform the respondent that their identity is kept confidential and that the result of the study is only used for academic purposes. The data collected from the respondents is used without distortion. Information taken from different books and scholars' articles is indicated with a reference.

Chapter Four

4. Discussions and Findings

This chapter analyzes the communication satisfaction, which is related to job satisfaction, of EPSE employees using the data that comes from the CSQ and the interview. The findings are reported accordingly, related to the responses of respondents to research questions.

4.1 Demographic Analysis

4.1.1 Employees background analysis

The demographic Data of the sample employee EPSE (sex, marital status, age, education status experience and time in current position) are described as follows on the next Table 4.1.

Table 4.1

Demographic Data presentation

Measurement	Indicator		
		Frequency	Percent
Sex	Female	66	48.2%
	Male	70	51.1%
	Total	135	99.3%
Marital status	Married	81	59.1%
	Unmarried	47	34.3%
	Total	128	93.4%
Age	21-30	49	36.6%
	31-40	53	38.7%
	41-50	18	13.1%
	Over 51	14	10.2%
	Total	134	97.8%
Educational Background	Not finished High school	2	1.5%
	Completed high school	4	2.9%
	Diploma	22	16.1
	Degree	90	65.7
	Master's degree	18	13.1
	Total	136	99.3

Term of employment	Less than 1 year	1	.7
	1-5 year	45	32.8
	6-10 years	42	30.7
	Over 10 years	49	35.8
	Total	137	100
Time in current position	less than a year	19	13.9
	1-4 year	77	56.2
	5-8 year	30	21.9
	over 9 years	10	7.3
	Total	136	99.3

Note. Presentation of demographic information for the EPSE sample population data.

Sex

As shown in Table 4.1 from the number of respondents of the EPSE employees, 66 (48.2%) employees are female, and 70 (51.1%) employees are males. One of the respondents did not respond to the sex. Therefore, the researcher used the imputation method and analyzed the data according to the distribution of the data. The proportion of males and females in the sample is nearly identical to the actual number of EPSE employees.

Marital Status

Regarding their marital status, 81 employees (59.1%) are married, 47 (34.3%) are single, and 9 of the respondents did not respond to the question about their marital status. Here also, the researcher adjusts the number according to the distribution of the data.

Age

Concerning the age of the respondents, the majority of the age group in this study as reported by the respondents is 53 employees between 31 and 40 years old (38.7%). The age range between 21 and 30 is the second largest number, which is 49 employees (36.6%). 18 employees (13.1%) are between 41 and 50, and the last 14 (10.2%) employees are over 51 years old. Three of the respondents did not respond to questions about their marital status. So the sample was composed of all age groups. Here too, the researcher used the imputation method for the missed data.

Education

Regarding the educational background, the majority of the respondents, 91 employees, had a first degree, which is (66.4%) of the total respondents. 22 employees (16.1%) have a diploma, and 18 employees, which is (13.1%) have a master's degree. Only two employees, which is (1.5%) have

not completed high school, and the four employees, which are (2.9%) of the total respondents, are completing high school. So the educational background of most of the respondents was over a diploma. This shows that the respondents gave data with a better understanding of the questions.

Term of employment

Concerning the term of employment, from the total sample of the study, the most experienced and the largest percent of the respondents, which is 49 in number (35.8%), had been employed for more than 10 years; 45 employees, which is 32.8%), had been employed 1 to 4 years; and 42 employees (30.7%) had been employed 6 to 10 years. Of the total sample, only one employee, which is (0.7%), had been employed less than a year at EPSE. Overall, 99.3% of the employees worked in this organization for one to over 10 years. This shows that most of the respondents are experienced in EPSE, so they could understand the employee communication satisfaction with the organization.

Time in current position

From the total sample size, the majority of the employees, which account for 77 (56.6%), had been in their current position for 1 to 4 years; 30 employees, which is 22.1%, had been in their current position for 5 to 8 years; and 19 employees (14%) responded that they had been in their current position at the EPSE for less than a year; and the remaining 10 employees, which is 7.4%, had been in their current position for more than 9 years. Here also, the researcher used the imputation method for the missing data.

4.1.2 Response Rate

According to the sample size, 158 questionnaires were distributed to all the 23 departments appropriate to the number of employees; 28 questionnaires were to management members and the rest 130 were for the employees. Overall, 145 (91.7%) questionnaires were returned, 25 (89.2%) from management members and 120 (92.3%) from employees. Eight of the returned questionnaires were deemed null and void because the respondents did not complete them correctly and in good faith. So, 137 (86.7%) questionnaires were used for the analysis of this

study. The response rate was relatively high. According to Kerlinger and Lee (2000), when the response rate is 80–90%, the research is acceptable.

4.1.3 Missing Data Treatment

In this research, from the collected questionnaire, the missed data accounted for 5% of the whole. According to Hair, Sarstedt, Ringle, and Mena (2012), if the missing data is less than 20% of the questionnaire, the research could adjust the data by different mechanisms, like based on the data distribution and imputation method. According to Watkins (2018), who cited Baraldi & Enders (2010) and Schumacker (2015) studies of imputation methods with simulated and real data, any method is probably effective when 5% of the data is missing; mean imputation is acceptable when 10% of the data is missing; and regression imputation is acceptable when 15% of the data is missing; but multiple imputation methods are more accurate when larger proportions of data are missing.

So in this study, because the missing data is <5% and the type of missing data is missing completely at random (MCAR) and missing at random (MAR), the missing data of some respondents in the questionnaire was adjusted by the researcher through the imputation method (replacing a missing value based on a reasonable estimate) by looking at the whole data distribution and survey observation.

Exploratory factor analysis /EFA/

Exploratory Factor Analysis is useful for categorizing variables because it allows you to concentrate on a few key elements rather than evaluating a vast number of variables that may or may not be important (Yong and Pearce, 2013). In this study, 38 variables are grouped into eight communication dimensions and analyzed in different directions. In various literature, the term EFA is commonly used interchangeably to refer to two models with different purposes and computations: principle components analysis (PCA) and common factor analysis (CFA).

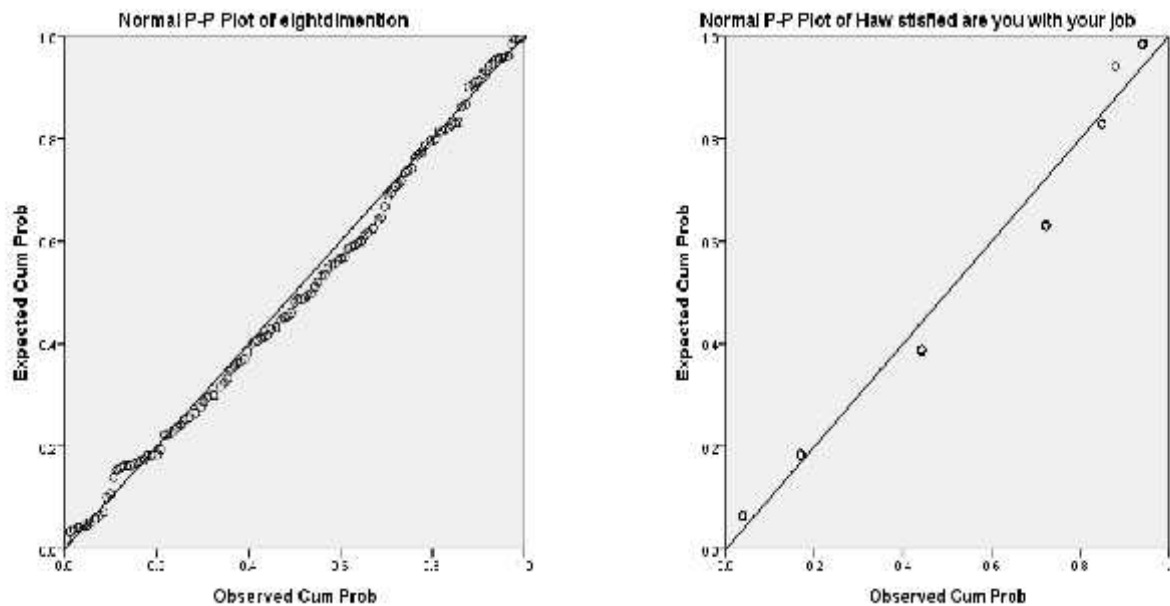
4.2 Normality test

The normality test command performs hypothesis tests to examine whether or not the observations follow a normal distribution. The command performs the following hypothesis tests: Kolmogorov Smirnov (Lilliefors), Shapiro-Wilk W, D'Agostino-Pearson Skewness, Kurtosis, and Omnibus K2 tests A normal probability plot could be produced to graphically

assess whether the sample comes from a normal distribution. Hair, Ringle, and Sarstedt (2011). Skew and kurtosis are especially influential on r and subsequent EFA results. Skew refers to the symmetry of the score distribution, whereas kurtosis is a measure of the height of the score distribution in relation to its width (Watkins, 2018). Watkins also indicated by citing (Curran, West, & Finch, 1996) that in relation to statistical significance, simulation studies have found that serious problems may exist when univariate skewness is > 2.0 and kurtosis is > 7.0 . The normality test of this study is indicated as follows in table 4.2.

Figure 4.1

Graph of Normality test



Note. An analysis of the survey data's normality graph

Table 4.2

Normality test

Variables	Mean	Sta.D	Skewness	Std.Error of Skewness	Kurtosis	Error of kurtosis	N
Independent (8 dimensions)	3.6065	1.15348	0.4110	0.207	0.103	0.411	137
Dependent (Job satisfaction)	3.46	1.623	0.911	0.207	0.351	0.411	137

Note. An analysis of survey data's normality test.

4.3 Factor analysis /Uni-dimensionality data structure/

To measure the questions standard, correlation and description, the researcher conducted Inter-KMO, Bartlett's test of Sphericity, factor Correlation and Factor Loading.

4.3.1 KMO and Bartlett's test of Sphericity test

To measure the questions' standard, correlation, and description, the researcher conducted Inter-Item Correlation, KMO, Factor Loading, and Bartlett's Test of Sphericity. The Kaiser-Meyer-Olkin (KMO; Kaiser, 1974) ratio of correlations and partial correlations is a metric of sampling adequacy that represents the extent to which extents Instead of the variance shared by specific pairs of variables, correlations are a function of the variance shared across all variables (Watkins, 2018). To check the sampling adequacy, Kaiser-Meyer-Olkin (KMO) is the measurement is computed as .871.

The result of KMO is advisable if it is between 0.6 and 1, and being close to one shows the measuring power of measurements is high. Bartlett's (1954) test of sphericity, which statistically examines the hypothesis of the correlation matrix, is an objective test of the factorability of the correlation matrix; this test should provide a statistically significant chi-square value to justify the application of EFA (Watkins 2018). In this study, the researcher adapted the Downs and Hazen (1977) factor analysis which resulted in eight stable dimensions of communication satisfaction with some modification (communication climate, supervisory communication, organizational integration, media quality, organizational perspective, horizontal communication, subordinate communication, and personal feedback). The approximate Chi square value of the eight factors is 3154.069. So it was determined that the correlation matrix was appropriate for factor analysis.

Table 4.3

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.871
Approx. Chi-Square	3154.069
Bartlett's Test of Sphericity Df	820
Sig.	.000

Note. A test of the sampling adequacy of the case-to-variable ratio.

4.3.2 Inter-Factor correlation test

As indicated by Tabachnick et al. (2007), when factor correlation Coefficient is less than .3 it is poor. When it is between .3 - .49 medium, when it is between 0.5- 0.9 there is a strong relation between them, and if the determinant is between 1 and 0 and less than 0.0001 there is a problem on Multi colinearity Concern.

Table 4.4
Inter-Factor Correlation Matrix

	Organizational Integration	Personal Feedback	Corporate information	Communi- cation Climate	Supervisory Communica- tion	Media Qualit- y	Coworker Communi- cation	Subordi- nate Communi- cation
Organizational Integration	1.000							
Personal Feedback	.800	1.000						
Corporate information	.808	.784	1.000					
Communication Climate	.601	.616	.623	1.000				
Supervisory Communication	.510	.483	.459	.675	1.000			
Media Quality	.492	.598	.524	.798	.693	1.000		
Coworker Communication	.570	.560	.444	.793	.584	.678	1.000	
Subordinate Communication	.341	.326	.408	.490	.381	.687	.492	1.000

Note. The correlation between the eight dimensions of communication

4.4 Reliability test

Data comes from the questionnaire and is analyzed by SPSS statistical software. Watkins (2018) indicated by citing Fabrigar et al. (1999) that variables with reliabilities below .70 should be avoided in EFA. According to Pallant (2010), the Pearson's correlations and reliability test/internal consistency of the questionnaire dimension, computed at Cronbach's alpha of .70 or above, is acceptable if .70 is good, if .80 is better, and if .90 shows the result is best. So the result of the reliability test for this study is stated as follows in Table 4.5.

Table 4.5**Communication satisfaction dimension reliability**

Dimension	Cronbach's Alpha	Level of reliability
Organizational Integration	.897	Better reliability
Personal Feedback	.896	Better reliability
Corporate information	.898	Better reliability
Communication Climate	.885	Better reliability
Supervisory Communication	.909	Best reliability
Media Quality	.888	Better reliability
Coworker Communication	.895	Better reliability
Subordinate Communication	.911	Best reliability
Over all Dimension	.909	Best reliability

4.5 Analysis of Research questions**4.5.1. Research question one**

1. What is the overall level of communication satisfaction of Ethiopian postal service Enterprise employee?

4.5.1.1. over all communication Satisfaction

The overall communication satisfaction of the respondents with three levels is computed as follows in the next Table 4.6.

Table 4.6**overall level of communication Satisfaction**

Level of Satisfaction	Frequency	Percent	Valid Percent
gone up	27	19.7	19.7
gone down	48	35.0	35.1
stayed the same	62	45.3	45.3
Total	137	98.5	100.0
Missing 0			
Total	137	100.0	

Note. As stated in responses following this question, the highest number of employees who answered “stayed the same” are classified as dissatisfied.

As shown in table 4.6, when asked what had happened in their level of communication in the previous 6 months, 62 employees (45.3%) indicated that their communication satisfaction had stayed the same; 48 employees (35%) indicated that their communication satisfaction had increased. Regarding the above table, the highest number of employees who answered stayed the same about their overall level of communication satisfaction. As stated in responses following this question, the highest number of employees who answered stayed the same are classified as dissatisfied. On the other hand, the number of people who answered their level of communication satisfaction gone down to 48 (35%) is quite greater than the number of people who answered gone up 27 (19.7%). This shows that EPSE has made further improvement in communication satisfaction of the employees. Comment:

Moreover, to determine the level of communication satisfaction of the employees of EPSE, the mean of 38 communication satisfaction questions and the mean of the eight dimensions were computed by the SPSS statistical software. The mean score of all over 38 questions was 3.56 and the mean score of the eight dimensions was 3.59. According to Downs & Adrian (2004), mean scores that fall well below the conceptual midpoint (a 5 on a 0–10 scale or a 4 on a 1–7) can be thought of as weaknesses. So the above result of the mean score shows that there is dissatisfaction in communication. The rank ordered mean scores and the mean of eight dimensions are identified in table 4.7 and 4.8.

Table 4.7

CSQ Rank order of Means

Rank	Mean	Questions	Category
1	4.38	Q23. Information about employees benefit and pay	Organizational Integration
2	4.30	Q26. Extent to which the Organization's communication motivates me to meet its goal	Communication Climate
3	4.23	Q36. Extent to which informal communication is active and accurate	Coworker communication
4	4.15	Q32. Extent to which the attitudes toward communication at the organization are basically healthy and right	Media Quality
5	4.14	Q21. Information about achievements and failures of the organization	Corporate Information

6	4.05	Q24. Information about profit and/or financial standing	Corporate Information
7	4.05	Q30. Extent to which the organization's communication makes me identify with it or feel a vital part of it	Communication Climate
8	4.00	Q42. Extent to which the amount of communication at the organization is about right	Media Quality
9	3.96	Q20. Information about changes in my organization	Corporate Information
10	3.83	Q39. Extent to which conflicts are handled appropriately through proper communication channels.	Coworker communication
11	3.82	Q41. Extent to which our meetings are well organized	Media Quality
12	3.80	Q37. Extent to which supervisors are open to accept ideas	Supervisory communication
13	3.76	Q35. Extent to which communication practices are adaptable to emergencies.	Communication Climate
14	3.73	Q25. Extent to which my managers /supervisors understand the problem the staff faced	Personal Feedback
15	3.70	Q13. With the Information I got about Organizational policies and goals	Corporate Information
16	3.62	Q19. With the information I got about government regulation affecting my organization	Corporate Information
17	3.62	Q28. Extent to which the people in my organization have a great ability as communicators	Communication Climate
18	3.59	Q31. Extent to which written directives and reports are clear and concise	Media Quality
19	3.55	Q22. Reports on how problems in my job are being handled	Personal Feedback
20	3.53	Q16. Recognition I have given for my efforts of work	Personal Feedback
21	3.49	Q18. Information about the requirements of my job	Organizational Integration
22	3.46	Q45. Extent to which my staff anticipate my needs for information.	Subordinate communication
23	3.42	Q46. Extent to which I can avoid having communication overload.	Subordinate communication
24	3.40	Q17. With the Information I got about departmental policies and goals	Organizational Integration
25	3.39	Q14. Information about my performance in comparison to others	Personal Feedback
26	3.33	Q48. Extent to which my staff feel responsible for initiating accurate upward communication.	Subordinate communication
27	3.29	Q12. With my Personal information	Organizational Integration
28	3.28	Q44. Extent to which my staff are responsive to	Subordinate

		Downward-directive communication.	communication
29	3.26	Q11. Information about my progress in my job	Organizational Integration
30	3.24	Q47. Extent to which my staff are receptive to evaluations, suggestions and criticisms.	Subordinate communication
31	3.17	Q34. Extent to which I receive in time information needed to do my job	Communication Climate
32	3.17	Q43. Extent to which amount of supervision given to me is right	Supervisory communication
33	3.10	Q27. Extent to which my supervisor listens and pays attention to me	Supervisory communication
34	3.09	Q.15. Information about how I am being judged	Personal Feedback
35	3.07	Q29. Extent to which my supervisor offers guidance for solving job related problems	Supervisory communication
36	3.05	Q38. Extent to which communication with other employees at my level is accurate and free flowing	Coworker communication
37	2.85	Q33. Extent to which my supervisor trusts me	Supervisory communication
38	2.71	Q40. Extent to which my work group is compatible to me.	Coworker communication

Note. The mean result of Likert-type questions with eight categories.

Table 4.8

Mean score of the eight dimensions

Rank	Dimension	Mean
1	Corporate information	3.8898
2	Media Quality	3.8796
3	Communication Climate	3.7810
4	Coworker Communication	3.6454
5	Organizational Integration	3.5754
6	Personal Feedback	3.4595
7	Subordinate Communication	3.3340
8	Supervisory Communication	3.2011
	Total	3.5957

According to the composite mean of the identified each CSQ dimension, organizational integration ranked first, followed by communication climate, coworker communication, media quality, and corporate information. The best ranked mean (1-8) from the 38 questions, except the one that all falls under four dimensions. (Organizational integration, Corporate information,

Communication Climate and Media Quality). The value of an overall mean score of the eight dimensions (3.59) and the total mean of 38 questions (3.56). This shows, according to Downs & Adrian (2004), the mean scores that fall well below the conceptual midpoint (a 5 on a 0–10 scale or a 4 on a 1–7) can be thought of as weaknesses. So the mean score shows that the level of communication satisfaction of employees is low. This shows EPSE should improve the level of employee communication satisfaction by providing a timely communication audit.

4.5.2 Research question Two

2. Is there a significant relationship between communication satisfaction and job satisfaction?

Research question two examines the relationship between communication satisfaction and job satisfaction of the employees of EPSE. To identify whether there is a relationship between communication satisfaction and job satisfaction. A Pearson correlation analysis and a Pearson Chi-Square were conducted.

With regard to Pearson correlation analysis, as clearly shown in table 4.9, all the eight dimensions of communication have a statistically significant relationship with job satisfaction. Except for subordinate communication, which has a significant relationship at the correlation 0.05 level, all the seven (Personal Feedback, Corporate Information, Communication Climate, Media Quality, Coworker communication, Supervisory Communication) have a strong relationship with job satisfaction at the correlation 0.01 level.

Table 4.9

Correlations between job satisfaction and the eight communication dimension

	How satisfied are you with your job?	Organizational Integration	Personal Feedback	Corporate Information	Communication Climate	Supervisory Communication	Media Quality	Coworker Communication	Subordinate Communication
How satisfied are you with your job	Pearson Correlation Sig. (2-tailed) N	1							
		137							

Organizational Integration	Pearson Correlation Sig. (2-tailed) N	.637** .000 137	1 137							
Personal Feedback	Pearson Correlation Sig. (2-tailed) N	.597** .000 137	.858** .000 137	1 137						
Corporate Information	Pearson Correlation Sig. (2-tailed) N	.563** .000 137	.829** .000 137	.779** .000 137	1 137					
Communication Climate	Pearson Correlation Sig. (2-tailed) N	.536** .000 137	.712** .000 137	.766** .000 137	.672* .000 137	1 137				
Supervisory Communication	Pearson Correlation Sig. (2-tailed) N	.408** .000 137	.600** .000 137	.654** .000 137	.532* .000 137	.704** .000 137	1 137			
Media Quality	Pearson Correlation Sig. (2-tailed) N	.597** .000 137	.806** .000 137	.762** .000 137	.755* .000 137	.799** .000 137	.662** .000 137	1 137		
Coworker Communication	Pearson Correlation Sig. (2-tailed) N	.351** .000 137	.500** .000 137	.517** .000 137	.444* .000 137	.624** .000 137	.630** .000 137	.596** .000 137	1 137	
Subordinate Communication	Pearson Correlation Sig. (2-tailed) N	.462* .020 25	.341 .096 25	.326 .112 25	.408* .043 25	.490* .013 25	.381 .060 25	.687** .000 25	.492* .012 25	1 25

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

*. Correlation is significant at the 0.05 level (2-tailed).

And moreover, a Pearson Chi-Square was conducted to identify the relationship between communication and job satisfaction. The results of Pearson chi-squared computation in table 4.10 show that of the eight communication dimensions, four of them (corporate communication, supervisory communication, media quality, organizational integration, and personal feedback) are significant in relation to job satisfaction at 0.01 significance level. The Pearson Chi-Square result of supervisory communication chi-square = 336.823^a with p = 0.00 shows that there is a statistically significant relationship between supervisory communication and job satisfaction. Also, in corporate communication, Chi-Square = 272.565^a with p = 0.00; media quality, Chi-Square = 215.407^a with p = 0.00; organizational integration, Chi-Square = 246.625^a with p = 0.00; and personal feedback, Chi-Square = 227.018^a with p = 0.05, respectively, demonstrates that there is a statistically significant relationship between job and communication satisfaction, similar to the relationship shown in the person correlation analysis in table 4.9 above.

Discussion

The result of this study is in line with the previous studies of Loth and Mushi (2019) on maintenance workers in Tanzania; Daresalam and Alhassanetal, (2017); Akkas and Tasnim (2017) on their study of Kia Motors automobile company; and Bulutlar and Kamasak (2008) on their study of blue-collar workers that communication satisfaction has a strong relationship and impact on job satisfaction. The theoretical assumption of the Herzberg theory that the researcher used also affirms this result that job satisfaction is linked and influenced by internal communication. On the other hand, the detailed study of Frone (2014) showed that the relationship between communication satisfaction and job satisfaction may differ according to their level of job involvement. Other studies show the significant impact of communication satisfaction on job satisfaction in connection with job performance. Giri and Kumar (2010) and Alsayed et al. (2012) affirm that organizational communication has a major impact on job satisfaction and performance.

Supervisory/subordinate communication and job satisfaction

Supervisory communication

The questions included in the supervisory communication dimension are accompanied by a connection to the relationship between employees and their supervisors. The survey result shows that, unlike the rest of the 7 dimensions, both male and female respondents were satisfied with

the five questions included in this dimension that characterize the relationship between supervisors and subordinates. The survey result of the questions in this dimension shows that 89 (64.9%) subordinate employees are satisfied, only 31 (22.8%) respondents are dissatisfied, and 17 (12.4%) respondents were answered indifferent by the supervisory communication. So the outnumbered respondents are satisfied with the supervisory communication of EPSE. As indicated in table 4.9 by person correlation, there is a significant relationship between supervisory/subordinate relations and job satisfaction.

The above survey and statistical results show that there is a significant relationship between the employee and the supervisor. As Lee and Kim (2009) indicated, supportive personal relationships lead workers to believe that they are valued by others, and having a supportive supervisor has been identified as an important condition for lowering levels of job stress. Also, they clarify that open communication between workers and their supervisors is a key element of empowerment strategies and practices for workers. Upward communication, job-relevant communication, and supportive relationship communication can be empowerment factors for workers (Lee and Kim 2009).

Subordinate communication

In this dimension, the questions are intended to show that the satisfaction of the supervisors of the employees is related to the downward and upward exchange of communication. Even though the survey results of the five questions included in the supervisor dimension that describe the relationship between supervisors and employees show the supervisors are satisfied with the relationship with their subordinates, there is no significant relationship with job satisfaction.

According to the survey results from the total 18 male managers/supervisors, 12 (66.6%) of the male managers/supervisors were satisfied, 3.2 (17.7%) were dissatisfied, and 2.4 (13.3%) were indifferent about the relationship with their subordinates. On the other hand, out of a total of 7 female managers/supervisors, 4 (57.1%) were satisfied, 2 (28.7%) were dissatisfied, and 0.8 (11.4%) were indifferent about the relationship with their subordinate. On the other hand, responses to the open-ended question show that there is dissatisfaction between chief executive officers (CEO) and chief officers (CO)/supervisors/employees. With regard to the relationship with job satisfaction, the result of Pearson chi-squared = 100.871^a with $p = 0.115$ shows that there is an insignificant relationship with job satisfaction.

4.5.3. Research Question Three

3. What is a difference between male and female employees in communication satisfaction or dissatisfaction?

Table 4.11

communication Satisfaction of the respondents by sex

		what happen in your level of communication			Total
		gone up	gone down	stayed the same	
Sex of	female	15	16	35	66
employee	male	12	32	27	71
Total		27	48	62	137

Table 4.11 lists the levels of communication in the past 6 months. The communication satisfaction of 15 (55.5%) females and 12 (44.4%) males has gone up, and also the communication satisfaction of 35 (56.4%) females and 27 (43.5%) males has stayed the same. Especially from their answers, their level of communication satisfaction is going down. The male employees are significantly outnumbered by female employees, which is 32 in number (67.3%), when we compare them to female employees, which is 16 in number (32.6%).

In addition to this, the statistical result of job satisfaction with the eight dimensions of communication satisfaction, especially in communication climate, corporate information, organizational integrity, personal feedback, and media quality, shows that the male employees of EPSE have a more significant relationship with communication satisfaction than the female employees. The details are as follows in each dimension.

Communication Climate

Five questions included in communication climate, (*Extent to which the organization's communication makes me identify with it or feel a vital part of it, Extent to which the Organization's communication motivates me to meet its goal and Extent to which the people in my organization have a great ability as communicators, Extent to which communication practices are adaptable to emergencies, Extent to which I receive in time information needed to do my job and Extent to which I receive in time information needed to do my job*) showed that

the communication dissatisfaction of male employees are higher in number as compared from the female one.

Table 4.12

Organization's communication climate satisfaction

	Organization's communication climate							Total
	very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	
Sex of female	6	10	18	13	10	4	5	66
employee male	3	10	15	12	18	6	7	71
Total	9	20	33	25	28	10	12	137

Note. The five questions' responses are part of the Organization's communication climate.

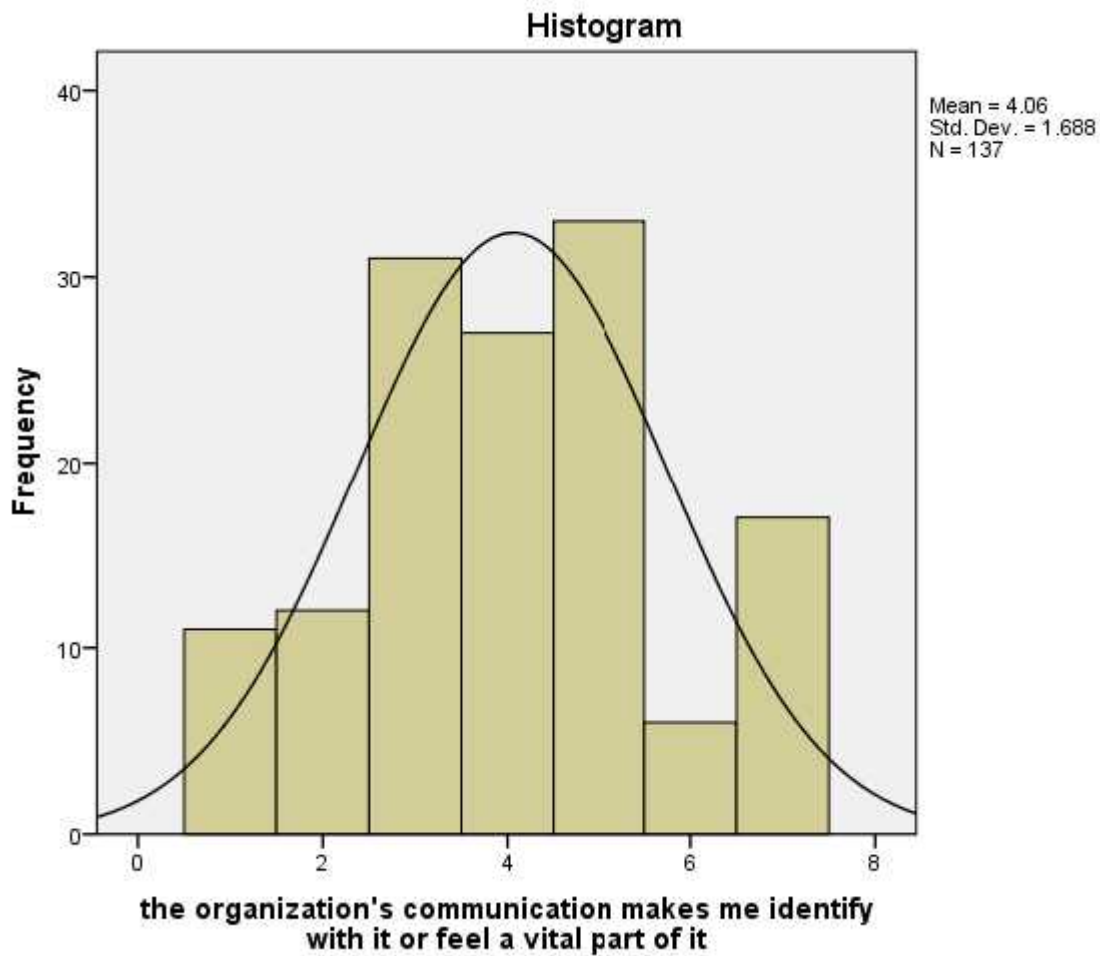
According to table 4.12, 31 (43.6%) of the 71 male employees were dissatisfied, 28 (39.4%) were satisfied, and 12 (17%) were indifferent to the dimension of communication climate. In the EPSE communication climate, however, 19 (28.7%) female employees were dissatisfied, 34 (51.5%) were satisfied, and 13 (19.7%) were indifferent.

In comparison to male employees, only 27.8% of female employees were dissatisfied on the dimension of communication climate, while the male employees were dissatisfied 42.2%. As a result, EPSE should take steps to improve the communication atmosphere in order to satisfy male employees in particular.

In this dimension, motivation and a sense of belonging are the most important factors in an organization's ability to be productive. The statistical results in figures 4.2 and 4.3, the open-ended responses, and also the interview responses show that the communication climate of EPSE does not motivate the employees to meet their goal.

Figure 4.2

Graph of how organizational communication fills part of the organization



Corporate information

From eight communication dimensions, especially three questions which are included in corporate information (*Information about profit and/or financial standing, Information about changes in my organization, and Information about achievements and failures of the organization, With the information I got about organizational policies and goals, with the information I got about government regulations affecting my organization*), showed that the communication dissatisfaction of male respondents is higher in number compared to the female ones. The details are included in the following tables.

Table 4.13
Corporate Information satisfaction

		Corporate Information							Total
		very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	
Sex of employee	female	7.2	9.2	18.4	14.8	8	3.2	4.6	66
	male	4.2	7.4	15.6	11.6	13.6	7.6	10	71
Total		11.4	16.6	34	26.4	21.8	10.8	14.6	137

Note. The five questions' responses are part of the corporate information.

On table 4.13, when the respondents asked about the satisfaction of the information obtained about profit and/or financial standing, 33 (46.4%) of the employees were dissatisfied by saying either very dissatisfied, dissatisfied, or somewhat dissatisfied. Whereas, of the total sample of 66 female employees, 19 (28.78%) were dissatisfied with the corporate information. On the contrary, 32 (48.48%) of female employees are satisfied by saying either "very satisfied," "satisfied or "somewhat satisfied," and 25 (35.2%) of male employees are satisfied.

Media Quality

In the dimension of media quality from the included 4 questions, two questions show there is a disparity between male and female respondents in communication satisfaction and dissatisfaction. The details are shown in the following tables.

Table 4.14
Attitudes toward communication in the organization are basically healthy and right

		the attitudes toward communication in the organization are basically healthy and right							Total
		very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	
Sex of employee	female	4	10	17	15	12	3	5	66
	male	2	3	15	17	19	5	10	71
Total		6	13	32	32	31	8	15	137

In table 4.14, the results indicate that for the question of the healthiness of the attitudes toward communication in the organization, compared to female employees, 34 (47.8%) of the male respondents were dissatisfied, 20 (28.1%) were satisfied, and 17 (23.9%) responded indifferent. Whereas 20 (33.3%) female respondents were dissatisfied, 31 (47%) were satisfied and 15 (22.7%) responded indifferent.

Table 4.15

Amount of communication in the organization is about right

		amount of communication in the organization is about right							Total
		very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	
Sex of employee	female	4	12	17	11	7	7	8	65
	male	4	7	22	7	18	2	11	71
Total		8	19	39	18	25	9	19	137

For the question of the amount of communication in the organization, which is about right on table 4.15, 31 (43.6%) of male respondents were dissatisfied and 33 (46.4%) were satisfied. while 22 (33.3%) female employees were dissatisfied and 33 (50%) female employees were satisfied. Here also, even if the percent of dissatisfaction of male employees was decreased a little bit from the satisfied one, there is a great disparity between the satisfaction and dissatisfaction of the above question.

Organizational Integrity

The survey results indicated that the dissatisfaction of male employees in a question group titled "Organizational Integrity," which stated information about employee benefits and pay, shows a greater disparity between female and male employees. Table 4.20 reported that of the total number of 70 males, 22 (31.4%) were somewhat dissatisfied, 12 (17.1%) were very dissatisfied, and 9 (12.8%) were dissatisfied. That means overall, 43 (61.4%) of male employees had lost their satisfaction. Among the total number of 66 female employees, 15 (22.7%) were somewhat dissatisfied, 6 (9%) were very dissatisfied, and 4 (6%) were dissatisfied. Overall, 25 (37.8%) female employees are dissatisfied. This demonstrates that EPSE will make a greater effort to provide male employees with information about employee benefits and pay.

Table 4.16**Information about employees benefit and pay**

		Information about employees benefit and pay							Total
		very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	
Sex of employee	Female	4	6	14	17	15	4	6	66
	Male	2	5	11	9	23	9	12	71
Total		6	11	25	26	38	13	18	137

Personal Feedback

Table 4.17 reports that one of the questions which are included in personal feedback dimension, recognition I have given to my effort, 43 (61.4%) male respondents were dissatisfied, and the 18 (25.7%) ones were satisfied with the information which got about employees benefit and pay. On the contrary 25 (37.8%) of the female respondents were dissatisfied, and the 24 (36.3%) ones were satisfied by the above information. This also shows a great disparity within male and female employees by the satisfaction of information about employees benefit and pay. So here also EPSE should take measures on communication satisfaction of male employees.

Table 4.17**Recognition I have given for my efforts of work**

		Recognition I have given for my efforts of work							Total
		very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	
Sex of employee	female	11	16	16	9	5	3	6	66
	male	13	7	12	7	18	7	7	71
Total		24	23	28	16	23	10	13	137

Moreover, an independent sample t-test was conducted to determine whether there is a difference in communication satisfaction and dissatisfaction between male and female respondents. The result shows that especially in the dimension of communication climate ($p = 0.00$), corporate communication ($p = 0.00$), coworker communication ($p = 0.05$) and personal feedback ($p =$

0.05). So there is a significant statistical difference between male and female respondents in communication satisfaction and dissatisfaction.

Overall, questions included in the six communication dimensions: communication climate, corporate information, personal feedback, organizational integrity, and media quality, except for supervisory and subordinate and coworker communication, the above statistical measurements show that there is a statistically significant difference in satisfaction and dissatisfaction between male and female employees. Male employees are more dissatisfied as compared to female employees.

4.5.4 Research Question Four

4. Is there a difference between senior and junior staff members on communication satisfaction?

Table 4.18

communication satisfaction of the senior and junior staff members

		what happen in your level of communication?			Total
		gone up	gone down	stayed the same	
How long you work in this organization	less than 1 year	0	0	1	1
	1-5 year	10	8	26	44
	6-10 year	7	18	17	42
	over 10 years	10	22	18	50
Total		27	46	62	137

As shown in the above table 4.18, there is a significant relationship between senior and junior staff on communication satisfaction. When the term of employment increases, the level of communication satisfaction decreases. When the number of employees who worked 1-5 years, 44, was compared to those who worked 6-10 years, 42, the employees who worked 1-5 years were dissatisfied at a minimum of 8 (18.7%), whereas the employees who worked 6-10 years were dissatisfied at a minimum of 18 (42.8%).

The same is true that the employment of people who worked over 10 years found 22 (44%) level of communication satisfaction was going down. On the other hand, the number of employees who answered their level of communication stayed the same, and they also had a large number at

each age level, even if it is not known whether it was negatively or positively. But overall, the result shows that there is a statistically significant difference in communication satisfaction between the old and the new staff. The senior staff's level of communication satisfaction was decreased compared to the junior staff.

4.5.5 Research question 5

5. Could Formal/Informal communication channel has a significant connection with communication satisfaction?

The fifth research question seeks to investigate the role of formal and informal communication in EPSE communication satisfaction. By analyzing the survey questions dealing with formal channels, which are included in the dimension of corporate information and media quality (Questions 13, 19, 20, 21, 24, 31, 32, 41, 42) and informal channels, which are included in the dimension of coworker communication (Questions 35, 36, 38, 40), significantly related to communication satisfaction.

Table 4.9 shows that there is a significant relationship between corporate information, media quality, and coworker communication. In addition to this, to identify the relationship between informal and formal communication with communication satisfaction, person chi-square was conducted. The Pearson Chi-Square result of the formal channel, in the dimension of corporate information, Chi-Square = 82.557^a with $p = 0.04$ and media quality, Chi-Square = 90.235^a with $p = 0.00$, shows that there is a statistically significant relationship between formal communication channels and communication satisfaction. And also in the informal communication channel of the coworker communication dimension, Chi-Square = 68.829^a with $p = 0.02$ shows that there is a statistically significant relationship between informal communication channels and communication satisfaction.

Furthermore, the answers to open-ended questions, as well as the survey results for questions 38 and 40 on tables 4.19 and 4.20, show a positive significant relationship with communication satisfaction. Both the male 43 (60.5%) and female 47 (70.2%) employees were significantly satisfied with the informal communication, particularly connected with lateral employees' communication relationships as presented in table 19. Moreover, 50 (75%) female and 51 (71%) male employees were satisfied with their work group.

Table 4.19
communication with other employees at my level is accurate and free flowing

	communication with other employees at my level is accurate and free flowing							Total
	very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	
Sex of female employee	14	17	16	12	1	1	5	66
male	10	22	11	9	12	4	3	71
Total	24	39	27	21	13	5	8	137

Note. Independent of employees' communication with their level.

Table 4.20
my work group is compatible to me

	my work group is compatible to me							Total
	very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	Dissatisfied	very dissatisfied	
Sex of female employee	22	19	9	11	1	1	3	66
male	11	26	14	8	3	2	6	70
Total	33	46	23	19	4	3	9	137

Note. the compatibility of working groups with individuals.

In the case of open-ended questions, Table 4.21 reported that 60 respondents responded to question no. 9. From this, 31 (51.6%) of the respondents, which is 26 (83.8%) of them were males, had decreased their level of communication in connection with formal and informal communication channels. This is the same result from research question three.

Table 4.21
Reasons associated with communication satisfaction

	Reasons associated with communication			Total
	connected to communication positively	connected to communication negatively	not connected to communication	
Sex of female employee	8	5	7	20
male	5	26	9	40
Total	13	31	16	60

Note. An overview of answers to open-ended questions.

The sample responses to open-ended question number 9 (In the past 6 months, what has happened to your level of satisfaction? If you have any reason for the answer you give to the above question in terms of communication, please jot down here) are summarized below.

The majority of answers to open-ended question number 9 suggest that there is very limited communication between top management and employees. The employees claimed that, despite some communication, the relationship between the top managers and the employees is solely based on the managers' desires. They claimed that top managers do not want to meet with the employees, do not want to know how they are doing, and do not want to discuss decision-making with middle management. Additionally, because the managers of the organization did not properly attend to an internal employee, the workers lost their trust in the managers because they were unaware of their actions and thoughts.

Here are also summaries of some of the sample answers to open-ended question number 10: List any obstacles that prevent you from being satisfied with your current job.

The sample responses generally show that ineffective communication hinders job effectiveness and productivity. Due to unfair treatment, employees feel employment insecurity and a lack of job creativity since the organization does not comprehend their situations, and they are also not helped by contemporary communication technologies. They added that management does not have complete knowledge of the task completed because they are not in contact with the workforce. The employees are uncomfortable and unsatisfied with the rapidly changing rules, the lack of prompt, accurate, and unambiguous decisions that point them in the right path, and the suspicion they are met with by their supervisors. On the other hand, experienced workers are releasing their work and the organization is letting down the employees for a variety of reasons because the top managers are reluctant to connect with the workforce.

4.5.6 Research question 6

6. Could supervisory/subordinate relationship have a significant effect on communication satisfaction?

The survey questions in the dimension of supervisory and subordinate communication were designed to show employees' levels of satisfaction with both downward and upward

communication exchanges with their supervisor. As shown in table 4.20, 65.6% of supervisors of the EPSE were satisfied by the communication relationship with their subordinate, 12.8% were indifferent, and 21.6% were dissatisfied by their communication relationship with their subordinate.

Table 4.22
supervisory/subordinate communication relationship

	very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	Total
No of supervisors	1.2	6	9.2	3.2	3.4	1.2	0.8	25
Present	4.8%	24%	36.8%	12.8%	13.6%	4.8%	3.2%	100%

Note. A two-way flow of communication between superiors and subordinates.

Downward communication

The results of down-ward communication between supervisors and their subordinates show that there is a positively significant relationship between supervisors and their subordinates. As indicated in Table 4. 25, from the total sample size of 64, 6% of the supervisors were satisfied with their relationship with their subordinate, 28% of the supervisors were dissatisfied, and 8% were indifferent.

Table 4.23 Downward communication

	very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	dissatisfied	very dissatisfied	Total
No of supervisors	3	7	6	2	4	2	1	25
Present	12%	28%	24%	8%	16%	8%	4%	100%

Note. The supervisors' supervision-related communication with their subordinates

Upward communication

Like downward communication, superiors are satisfied by upward communication with their subordinates. According to table 4.22, 68% of supervisors are satisfied with their upward relationship with their subordinates, while only 20% are dissatisfied and 12% are indifferent with this relationship.

Table 4.24

Upward communication

	very satisfied	satisfied	somewhat satisfied	Indifferent	somewhat dissatisfied	Dissatisfied	very dissatisfied	Total
No of supervisors	2	5	10	3	2	2	1	25
Percent	8%	20%	40%	12%	8%	8%	4%	100%

Note. A type of communication in which a subordinate shares and requests information from their superiors.

Discussion

Successful supervisors have frequently matriculated to management positions through efficient organizational relationships in which they supported organizational values. The communication style of their superiors may cause subordinates to associate competence with upholding and advancing organizational ideals. The results of the survey and the interview indicate that, in comparison to the top management/middle management communication relationship, there is a better communication interaction between supervisors and subordinates in EPSE. The male supervisors are satisfied in this dimension compared to the other six communication aspects.

Chapter Five

5 Conclusion and Recommendation

5.1 Conclusion

In this agile world, there is a sophisticated information transmitted with different communication channels. Employees are suspicious about the information they hear daily. As a result, hearing information from top management, particularly the CEO, gives employees the idea that they are getting all of the facts and makes them feel important (White et al., 2010).

The overall purpose of this study is to assess the communication satisfaction in EPSE by auditing the current communication practices and the relationship between job satisfaction and communication in EPSE. According to survey results for overall communication satisfaction (63 percent), employee satisfaction with communication has decreased in comparison to employees whose satisfaction has increased (37 percent). The statistical communication satisfaction of the six out of eight communication dimensions, responses to open-ended questions, and interview responses of this study found that the communication relationships between top management and the middle and top management and employees are relatively limited. The employees didn't know what the top management's idea was because there was no clear communication channel to create a relationship between the top management and the employees.

On the other hand, the result of the study shows that there is a significant strength in supervisory subordinate relationships and employee-to-employee communication relationships in the EPSE. The survey result of this study showed that 62.6% of male employees and 66.6% of female employees of the EPSE were satisfied, very satisfied or somewhat satisfied with the communication with their supervisors. Moreover, 73.4% of female and 66.1% of male employees are satisfied, very satisfied or somewhat satisfied with the communication relationship between employees.

The first step to creating a good relationship between top management and the employees is identifying the level of employee communication satisfaction. The survey results and interview responses show that EPSE didn't give proper attention to employee feelings about their organization through formal and informal communication channels. Measuring employees' communication satisfaction efforts is the main challenge of many organizations. Like most

government organizations, EPSE doesn't measure the level of communication satisfaction of its employees. But to enhance organizational effectiveness on the basis of mutual trust, measuring employee communication satisfaction is vital.

The other result of this study shows that there is a significant relationship between communication satisfaction and job satisfaction. The results of Pearson Chi-Square computation shows that of the eight communication dimensions, five of them (Corporate communication, Supervisory communication, Media quality, Organizational Integration, and Personal Feedback) are significantly related to job satisfaction at 0.01 significance level.

Measuring the communication satisfaction of the employees is essential to achieve the objectives of organizational goals. It is also important to understand that the organization monitors changes in communication on what, who, and when to implement the communication strategy by auditing the current situation. This study also found that male employees are dissatisfied compared to females, and also that senior employees are dissatisfied compared to junior ones. So, as Hargie and Tourish (2004) state, all organizations need a focused communication strategy, designed to build a world class system for sustaining internal communications by utilizing communication audit techniques.

5.2 Recommendations

The study identified the strengths and weaknesses of the communication environment of the EPSE. On the basis of the conclusion in the above, the following recommendations are forwarded to improve the level of communication satisfaction of the employees.

- ☞ Face-to-face communication is crucial for improving employee productivity and emotional intelligence. Additionally, the confidence of the employee depends on getting information directly from the top managers. Therefore, senior managers should consider personal influence through face-to-face conversations with staff at least once every three months and regular discussions with middle managers in order to enhance employee communication satisfaction and attain organizational goals.
- ☞ It is crucial for an organization's leader to pay special attention to the peculiarities of the employees. The EPSE management team can raise the level of communication

satisfaction by focusing on the experienced workers and also on the male employees and establishing various motivational approaches to exploit and utilize their knowledge.

- ☞ Providing employees with accurate information about the organization, such as its successes and failures, financial situation and profit, and benefits and pay, has also been identified as an area where EPSE failed. In addition, the company didn't pay enough attention to the concerns of its employees. EPSE needs to identify numerous multi-directional communication channels in order to inform staff members about organizational activities and to promote a positive institutional culture.
- ☞ Although it is often accepted that employees have a significant impact on an organization's success, the survey and interview results reveal that the EPSE senior management has not given enough attention to the dissatisfaction of employee communication. Therefore, instead of ignoring the problem, the organization would be better off considering proper internal communication management.
- ☞ Since the study's findings indicate a strong correlation between employee job satisfaction and communication satisfaction, the organization would place a high focus on enhancing employee communication satisfaction in order to be effective and achieve its objectives. Therefore, stronger efforts are expected from leaders and top managers to communicate with their staff in different ways.
- ☞ Overall, carefully planned audits of communication processes, especially for internal communication, are essential for an organization to be productive and ensure sustainable development. According to the study, the EPSE still doesn't measure how satisfied its employees are with their communications. In order to enhance employees' commitment and confidence as well as their productivity, managers should include a communication audit into the regular communication planning process.

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Annexes

Annex 1

Employee's Communication Satisfaction Questioner
Addis Ababa University
School of journalism and communication

I am an MA student of Public Relations and Communication strategy at Addis Ababa University in the faculty school of journalism and Communication. This is a questionnaire for a study in partial fulfillment of the requirements for the degree of Master of Arts focusing on the satisfaction of the workers' of Ethiopian Postal Service Enterprise with regard to communication at their work place. In other words, the purpose of this study is to explore the current communication system and communication satisfaction of your organization and to give recommendation for satisfactory communication system based on the findings of the research. I hope you will respond the questions honestly with full attention and commitment.

Thank you!

Part one

General information

1. Your sex A. Female B. Male
2. Your Age A. 20 B. 21-30 C. 31-40 D 41-50 E. >51
3. Please indicate your marital status. A. married B. single C. widow
4. What is your educational level?
A. I did not finished High school B. I completed High school C. Diploma
D. College Degree E. Master's Degree F. Doctoral degree
5. How long have you worked in this organization?
A. < one year B. 1-5 years C. 6-10 years D. over 10 years
6. How long have you been in your current position?
A. < one year B. 1-4 years C. 4-8 years D. over 9 years
7. How satisfied are you with your job?
A. Very satisfied B. Satisfied C. Somewhat satisfied

D. Indifferent

E. Somewhat dissatisfied

F. Dissatisfied

G. Very dissatisfied

8. In the past 6 months what has happened to your level of satisfaction?

A. Gone up

B. Gone down

C. Stayed the same

9. If you have any reason for the answer you give for question number 8 in terms of communication, please jot down here. -----

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

The expressions listed below are several kinds of information often associated with a person's job. Please indicate your level of satisfaction with the amount and/or quality of each level of information by putting mark against the number you chose at the right side of the table.

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

		1	2	3	4	5	6	7
11	Information about my progress in my job							
12	Information with my Personal information							
13	With the Information I got about Organizational policies and goals							
14	Information about my performance in comparison to others							
15	Information about how I am being judged							
16	Recognition I have given for my efforts of work							
17	With the Information I got about departmental policies and goals							

18	Information about the requirements of my job								
19	With the information I got about government regulation affecting my organization								
20	Information about changes in my organization								
21	Information about achievements and failures of the organization								
22	Reports on how problems in my job are being handled								
23	Information about employees benefit and pay								
24	Information about profit and/or financial standing								

Please indicate in what extent satisfied you are with the following communication related information by putting mark against the number you chose at the right side of the table.

1	2	3	4	5	6	7				
Very satisfied	Satisfied	Somewhat satisfied	Indifferent	Somewhat dissatisfied	Dissatisfied	Very dissatisfied				
25	Extent to which my managers /supervisors understand the problem the staff faced									
26	Extent to which the Organization's communication motivates me to meet its goal									
27	Extent to which my supervisor listens and pays attention to me									
28	Extent to which the people in my organization have a great ability as communicators									
29	Extent to which my supervisor offers guidance for solving job related problems									
30	Extent to which the organization's communication makes me identify with it or feel a vital part of it									

31	Extent to which written directives and reports are clear and concise								
32	Extent to which the attitudes toward communication at the organization are basically healthy and right								
33	Extent to which my supervisor trusts me								
34	Extent to which I receive in time information needed to do my job								
35	Extent to which communication practices are adaptable to emergencies.								
36	Extent to which informal communication is active and accurate								
37	Extent to which supervisors are open to accept ideas								
38	Extent to which communication with other employees at my level is accurate and free flowing								
39	Extent to which conflicts are handled appropriately through proper communication channels.								
40	Extent to which my work group is compatible to me.								
41	Extent to which our meetings are well organized								
42	Extent to which the amount of communication at the organization is about right								
43	Extent to which amount of supervision given to me is right								
For the next five questions, indicate your satisfaction with the following only if you are responsible for staff as a manger or supervisor									
44	Extent to which my staff are responsive to Downward-directive communication.								
45	Extent to which my staff anticipate my needs for information.								
46	Extent to which I can avoid having communication overload.								

47	Extent to which my staff are receptive to evaluations, suggestions and criticisms.							
48	Extent to which my staff feel responsible for initiating accurate upward communication.							

49. If there is a means of communication related to your job than you need to be changed to make you more satisfied, please give your comment here.

Thank you!

8. ባለፉት 6 ወራት ውስጥ በአጠቃላይ ከሰራተኞችና ከሀላፊዎች ጋር ያልዎት ተቋማዊ ግንኙነት /ኮሙኒኬሽን/ የእርካታ ደረጃዎ ምን ይመስላል?

ሀ. ከፍ ብሏል ለ. ወርዷል ሐ. እንደነበረ ነው

9. ለጥያቄ ቁጥር 8 የመለሱት መልስ ከሀላፊ ወይም ከሌሎች ከሰራተኛ ጋር ካሎት ግንኙነት ጋር በተያያዘ ምክንያት ከሆነ እባክዎን ምክንያቱን ይጠቁሙ።

10. የስራ እርካታ እንዳይኖርዎት የሚያደናቅፉ ማናቸውም መሰናክሎች ካሉ እባክዎን ያመልክቱ።

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

ተ ራ ቁ.		1 በጣ ም እረካለ ሁ	2 እረ ካለ ሁ	3 በመ ጠኑ እረካለ ሁ	4 ምንም ማለት አልፏል ግም	5 እርካ ታዬ ዝቅተ ኛ ነው	6 አል ረካ ም	7 በጣ ም አልረካ ም
11	በስራዬ ውስጥ ስላለኝ መሻሻል በማገኘው መረጃ							
12	እኔን ስለሚመለከቱ መረጃዎች በማገኘው መረጃ							
13	ስለ ድርጅታዊ ፖሊሲዎች እና ግቦች በማገኘው መረጃ							
14	የሥራ አፈጻጸም ብቃቴን ከሌሎች ጋር ለማወዳደር በማገኘው መረጃ							
15	ሰዎች ስለኔ ያላቸውን አተያይ (ግምት) በማውቅበት መረጃ							
16	በስራዬ ውጤታማ ለመሆን በማድረግው ጥረት በሚሰጠኝ እውቅና							
17	ስለ ስራ ክፍሌ ፖሊሲዎች እና ግቦች በማገኘው መረጃ							
18	ለሥራዬ ስለሚያስፈልጉ ነገሮች በማገኘው መረጃ							
19	ከመ/ቤቴ ስራ ጋር ተያያዥነት ስላላቸው የመንግስት ደንቦች በማገኘው መረጃ							

20	በመ/ቤቱ ስለሚካሄዱ ለውጦች በማገኘው መረጃ							
21	ስለ መ/ቤቱ ስኬቶች እና ውድቀቶች በማገኘው መረጃ							
		1	2	3	4	5	6	7
22	በስራዬ ውስጥ የሚጋያጥሙ ችግሮች እንዴት እንደሚስተናገዱ የሚጠቁሙ ሪፖርቶችን በተመለከተ በማገኘው መረጃ							
23	የሰራተኞችን ጥቅም እና ክፍያን በተመለከተ በማገኘው መረጃ							
24	ስለ መ/ቤቱ ትርፍ እና/ወይም የገንዘብ ሁኔታ በማገኘው መረጃ							

በቀኝ በኩል በትክክለኛው ቁጥር ላይ ምልክት በማድረግ በሚከተሉት የኮሙኒኬሽን መረጃዎች ምን ያህል እንደረኩ ያመልክቱ።

ተራ ቁ.		1 በጣም እረካለሁ	2 እረካለሁ	3 በመጠኑ እረካለሁ	4 ምንም ማለት አልፈልገም	5 እርካታ ታይዝቅተኛ ነው	6 አልረካም	7 በጣም አልረካም
25	የበላይና የቅርብ ሀላፊዎቼ ሠራተኞች የሚያጋጥሟቸውን ችግሮች በሚረዱበት ልክ							
26	የመ/ቤቱን ግብ ከማሳካት አንፃር የመ/ቤቱ የኮሙኒኬሽን አግባብ እኔ ላይ በፈጠረው መነሳሳት							
27	አለቃዬ እኔን ለማዳመጥ በሚሰጠኝ ትኩረት							
28	በመ/ቤቱ ውስጥ ያሉ ሰዎች ከግንኙነት አንፃር /ኮሙኒኬሽን/ ባላቸው ችሎታ							
29	ከስራ ጋር የተያያዙ ችግሮችን ለመፍታት የቅርብ ሀላፊዬ በሚሰጠኝ አቅጣጫ መጠን							
30	የመ/ቤቱ የግንኙነት /ኮሙኒኬሽን/ ሁኔታ የመ/ቤቱ አንድ አካል እንደሆንኩ እንዲሰማኝ ከማድረግ አንፃር							
31	የጽሑፍ መመሪያዎች እና ሪፖርቶች ግልጽ እና አጭር የመሆናቸው አግባብ							
32	በመ/ቤቱ ውስጥ ለግንኙነት/ለኮሙኒኬሽን/ ሥራ ያለው አመለካከት ጤናማነትና ተገቢነት መጠን							

33	የቅርብ ሀላፊዬ በኔ ላይ ባለው እምነት መጠን							
34	ስራዬን ለመስራት የሚያስፈልገኝን መረጃ በወቅቱ በምቀበልበት ሁኔታ							
35	ድንገተኛ ክስተቶችን ከማስተናገድ አንፃር የግንኙነት /ኮሙኒኬሽን/ የአሰራር ልምድ ባለበት ደረጃ							
36	መደበኛ ባልሆነ መንገድ በመ/ቤቱ በሚሰራጭ መረጃ ፍጥነትና ትክክለኛነት ሁኔታ							
37	የቅርብ ሀላፊዎች የሰራተኞችን ሃሳብ ለመቀበል ባላቸው ዝግጁነት							
		1	2	3	4	5	6	7
38	በእኔ ደረጃ ካሉ ሌሎች ሰራተኞች ጋር በሚደረገው ግንኙነት /ኮሙኒኬሽን/ ትክክለኛነት እና ነፃነት መጠን							
39	ግጭቶች በተገቢው የመገናኛ መንገዶች በትክክል በሚስተናገዱበት ሁኔታ							
40	የስራ ቡድኔ ለኔ ባለው ተስማሚነት							
41	ስብሰባዎቻችን በተደራጁበት አግባብ							
42	በአጠቃላይ በመ/ ቤቱ በማገኘው የመረጃ መጠን ብቃትና ትክክለኛነት							
43	ከቅርብ ሀላፊዬ በሚደረግልኝ የክትትል መጠን ትክክለኛነት							

ለሚቀጥሉት አምስት ጥያቄዎች እርካታዎን በማመልከት መልስ የሚሰጡት የሰራተኞች የቅርብ ሀላፊ ወይም የበላይ ሃላፊ በመሆን ኃላፊነት የወሰዱ ከሆነ ብቻ ነው።

ተራ ቁ		1 በጣም እረካለሁ	2 እረካለሁ	3 በመጠኑ እረካለሁ	4 ምንም ማለት አልፈልገም	5 እረካለሁ ታዩ ዝቅተኛ ኛ ነው	6 አልረካለሁም	7 በጣም አልረካለሁም
44	ከላይ ወደታች የሚወርደውን መመሪያ ተከትሎ ሰራተኞቼ በሚሰጡት ምላሽ							
45	ሰራተኞቼ የመረጃ ፍላጎቴን አስቀድመው በሚረዱበት መጠን							
46	የግንኙነት (ኮሙኒኬሽን) ጫና ከመጠን በላይ							

	እንዲያደርግ በማስወግድበት መጠን							
47	ግምገማዎችን፣ ጥቆማዎችንና ትችቶችን ሰራተኞች በሚቀበሉበት መጠን							
48	ከታች ወደ ላይ ትክክለኛ የሆነ ግንኙነት እንዲኖር ሰራተኞች በሚሰማቸው የሀላፊነት መጠን							

49. አጠቃላይ ከስራዎ ጋር በተያያዘ በማንኛውም መንገድ ቢቀየር እርስዎን ይበልጥ ሊያረካዎት የሚችል የግንኙነት /የኮሙኒኬሽን/ መንገድ ካለ እባክዎ እንዴት? ለሚለው አስተያየትዎን ይስጡ።

እናመሰግናለን!

Annex 3

Interview Questions

የቃል መጠይቅ

1. ተቋሙ የተሰጠውን ሀላፊነት ለመወጣት ከኮሙኒኬሽን አኳያ የሰራቸውን ስራዎች ቢገልጹልን? በተለይ ከሰራተኛ ግንኙነት /ኮሙኒኬሽን/ አንፃር? የተቋሙ መደበኛ የግንኙነት መንገድ ምንድን ነው ከጊዜ አንፃርስ እንዴት ይገለፃል?
2. ሰራተኛው የተቋሙንም ሆነ ማንኛውንም መረጃ የሚያገኝበት፣ ከተቋሙ ጋር የሚገናኝበት መንገድ በምንድን ነው? ተሳትፎውስ እንዴት ይገለፃል? የሰራተኛ የውስጥ ግንኙነት ርካታስ ተለክቶ ያውቃል?
3. በርስዎ አረዳድ የሰራተኞችና የበላይ ሀላፊዎች እንዲሁም የሰራተኞችና የቅርብ ሀላፊዎች ግንኙነት እንዴት ይገለፃል ቢያብራሩልኝ?
4. እንደአንድ ሰራተኛ በተቋም ውስጥ ያለውን የሰራተኛ ግንኙነት/የኮሙኒኬሽን/ እርካታ እና የስራ እርካታ እንዴት ይገልጹታል? ግንኙነቱ/የኮሙኒኬሽን/ እርካታ በስራ ላይ ያለው ተፅዕኖስ ምንድን ነው?
5. እንደሰራተኛ በኢትዮጵያ ፖስታ አገልግሎት ድርጅት ውስጥ ከቅርብ ሃላፊ፣ ከበላይ ሀላፊና ከሰራተኛ ጋር ያልዎት ግንኙነት/የኮሙኒኬሽን/ እርካታ ምን ይመስላል? ከእርካታዎ ጋር ተያይዞ በስራዎ ላይ ያሳደረው ተፅዕኖ ምንድን ነው?
6. የኮሙኒኬሽን ርካታን ለማሻሻል ምን መሰራት አለበት ብለው ያምናሉ?