



**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**

**CORPORATE CULTURE, STRATEGIC COMMUNICATION  
AND ORGANIZATIONAL PERFORMANCE: THE CASE OF  
ETHIOPIAN NEWS AGENCY**

**BY**

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**JUNE, 2019**  
**ADDIS ABABA**

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AND ORGANIZATIONAL PERFORMANCE: THE CASE OF  
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**A THESIS SUBMITTED TO THE SCHOOL OF JOURNALISM AND  
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## **Declaration**

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This is to certify that the thesis is prepared by FetsumeshetShemelis entitled "Investigation into Corporate Culture, Strategic Communication and Organizational Performance: the case of Ethiopian News Agency" and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication. It complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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## **Acronyms and Abbreviations**

<b>AAND:</b>	Addis Ababa News Desk
<b>CEO:</b>	chief executive officer
<b>CSR:</b>	Corporate Social Responsibility
<b>ENA:</b>	Ethiopian News Agency
<b>FLD:</b>	Foreign Languages Desk
<b>FPRM:</b>	Finance, Purchasing and Resource Management
<b>HRM:</b>	Human Resource Management
<b>IABC:</b>	International Association of Business Communicators
<b>MDP:</b>	Media Development and Plan
<b>MHRC:</b>	Mercer Human Resource Consulting
<b>MMR:</b>	Mixed Method Research
<b>MSHE:</b>	Management Sciences for Health in Ethiopia
<b>PRPOR:</b>	Public Relations and Public Opinion Research
<b>RND:</b>	Region News Desk
<b>SCF:</b>	Strategic Communication Frame
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>TA:</b>	Thematic Analysis
<b>TPP:</b>	Television Program and Production
<b>WNM:</b>	Website and New Media

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## Abstract

This study investigates into corporate culture; strategic communication and organizational performance of Ethiopian News Agency. The objectives of the study were examining the corporate culture popular at Ethiopian News Agency, investigating the strategic communications of the organization, evaluating the organizational performance and also targeted on establishing the relationship among them. The research was based on an explanatory sequential mixed method design. The target population consisted of employees of Ethiopian News Agency and they are 352. The study sample was stratified random sampling techniques. A sample of 187 respondents was picked for the study from the head office and 35 branches of ENA. A questionnaire was used to collect quantitative data and the data was analyzed using Statistical Package for Social Science (SPSS). Data was presented via descriptive statistics, percentage and frequencies and presented using tables and graphs. A Pearson correlation analysis was conducted to establish whether there was any relationship between the study variables. The qualitative data was collected via in-depth interview. The data obtained from 9 managers was analyzed thematically. The researcher described a phenomenon and associated to specific research questions. Potential themes were identified and checked if they told a convincing story of the data and that they answered the research questions. Then detailed analysis of each theme was developed and informative name for each theme was also decided and the analytic narrative and data extracts were weaved together. Finally, both qualitative and quantitative results were discussed, summarized and concluded. The reliability of the scales was tested and a Cronbach alpha of .979 indicated a strong level of internal consistency reliability. In addition, the researcher came up with the following findings. ENA's vision, mission and key values were not shared among the management, employees and external stakeholders; Personal needs were not acknowledged; specific programs which facilitate individuals' work-life balance were not provided; decision-making in ENA did not attribute voice and participation of employees; role, position, and people connections were valued more than the quality of work; differences were not resolved through participatory process; quality was not balanced with meeting deadlines and quotas; stakeholders were not attracted by ENA's communication system; transparency did not get due attention in the organization's Communication; There was no effective communication system; the PR is not effective in creating win-win situations, and long-term perspectives; ENA had not well defined corporate social responsibility policy; employees were not satisfied with the performance management practice in ENA. The study also concluded that there was a positive significant relationship among corporate culture, strategic communication and organizational performance in ENA. The current research recommended media in Ethiopia in general and ENA in particular need to give attention to corporate culture and strategic communication since they are directly related to organizational performance.

**Key Terms: Corporate culture, Strategic communication, Organizational performance**

## CHAPTER ONE

### 1. INTRODUCTION

#### 1.1 Background of the Study

It is fact that now days, organizations face various opportunities and challenges in the dynamic world. Tamara L. (2006, P.31) indicates that organizations today operate in complex, interrelated, and ever-changing environments where wave after wave of economic, social, demographic, technological, and regulatory changes sweeps over them.

Changes related to globalization, technological advancement, culture, personal and ideological change, the spread of new media, and socio-economic changes obliged organizations to make clear choices called strategy in order to compete and survive in the dynamic world. Good strategy focuses on the essential issues like vision, mission, ambition, core values, accountability and defined outcomes. Besides, organizations need to have clear starting point, well defined journey, checking points and destination when developing and executing strategic plan (Tamara L.2006, P.31).

In order to focus on strategy making (planning) as well as making strategy (execution) leaders must understand the behaviors, beliefs, values, and working environments of their people, who ultimately determine how the missions of their organizations are accomplished. Leaders must also be able to read the culture of their organizations and identify, understand, and apply the levers of change (Tamara L. 2006, P.32). These sets of organizational behaviors, beliefs, values, and working environments are known as corporate/ organizational culture. This on the other hand means that a set of shared values, beliefs and methods in an organization can directly affect organizational performance either positively or negatively.

According to Martins E.C. (2003, p.380), global research indicates that organizational cultures create high levels of commitment and performance. The relationship between organizational culture and performance has engaged the attention of researchers for many years. Researchers have also begun to examine the implementation of strategic communication in different settings, so organizational culture has become a central issue which also needs to be investigated. Since strategy implementation is a process at which many stakeholders need to interact with other, it is

important to take different organizational cultures into consideration in order to create smooth-running implementation processes (DobniB. 2003; Lee et al., 2006).

There is also a growing recognition of organizational culture, especially when considering the introduction of new management practices and systems in organizations. Numerous studies offer valuable insights into the relationship between strategic planning, formulation and organizational performance; corporate culture and organizational performance (Hendrick, 2003; Enticott and Walker, 2008).

The experience in the context of Ethiopia however is different. Since public relations and strategic communication is a fresh discipline in Ethiopia, the challenge starts with strategic communication planning. In many organizations' strategy formulation is either not well known or emphasis is not given. Nevertheless, organizations are obliged to make strategy and work on it to survive in a dynamic and complex environment that is continually changing.

The other reason is unavailability of clear strategy execution plan in place, and where it is, it is in abstract form as most core tactical and operational staff were not involved in the work plan formulation. Weak leadership, with poor strategy articulation and communication as well as weak and undefined corporate culture is another problem. Therefore, investigating into corporate culture, strategic communication and organizational performance is a current affair for research.

Ethiopian News Agency (ENA), which has over 75 years old, is chosen to be the source of empirical data for the current study. It is one of the oldest news agencies in the continent which operates in three different political systems i.e. the regime of emperor Hailesilasie, derg and EPDRF. It has been served as a mouth of the government throughout the last three regimes.

ENA started its service in 1935 by the name uniquely known by press department. The then department main activity was framed by receiving news outlets from different international Medias and distributes it to local newspapers and radio station.

After two years of service, it reorganized and brands itself by the name "agance direcsion". Then, after two and half decades of service giving, it got an Ethiopian name called "ye Ethiopia

yewere minch”. But by the recommendation order given by emperor Haileselassie, “Ethiopian news agency” becomes governmental organization by an official decree.

After 25 years ups and downs it got the name ENA in 1960. Since then ENA had been serving as a national news agency. Nevertheless, in 1999 it was disestablished and organized as a department under ministry of promotion. A couple of years later, following the disestablishment of the ministry, ENA were organized as a directorate under government communication affairs office. At the end of 2006 ENA got comparative independence and reestablished as national news agency. Since then it started focusing on structural, technological and resource-based advancements.

The socio political and economic contexts of a given country are much related to corporate culture of an organization, ENA, which operates in three political regimes, has been serving as a mouth of the government. Disseminating fair, balanced and reliable news and productions a key editorial guide line that ENA is led by. In addition, image building at national level is its basic mission that is given to ENA via its establishment proclamation. Therefore, the choice of this particular case is prompted as a result of the points raised above.

The personal experience of the author also seized to select the particular case. When employed in Ethiopian News Agency in 2017, the researcher experienced a challenge of understanding the working culture of the organization. He observed that organizational tasks were done in unorganized way and employees were running here and there with no coordination and sometimes even without plan. He realized that there were no well determined and practical organizational behaviors, beliefs, shared values, and working environments and clear corporate culture at ENA.

Besides, when tried to read the rules, regulations, manuals and plans of the organization he did not get well planned strategic communication plan. Rather, he observed informal communication domination in ENA. He did not get any orientation or training on the working culture and strategic plan of ENA. In addition to the researcher’s personal experience, there is a premise that misconceptions of corporate culture, strategic communication and their relationship with organizational performance may exist in Ethiopian News Agency, and are likely to continue, affecting the performance of the agency.

The other prompt to the study is its practical significance. Taking into consideration the socio-cultural reality in Ethiopia and the nature of local state media, the study aspires to suggest practical recommendations to improve the corporate culture, strategic communication and organizational performance of ENA in particular and media organizations in Ethiopia in general.

Therefore, based on the above motives and reasons, it makes sense to examine the corporate culture popular at ENA, to investigate the strategic communications employed by ENA and to evaluate the organizational performance of ENA. Furthermore, it is also crucial to explore the relationships among corporate culture, strategic communication and organizational performance as practical in ENA.

The main rationale for this research study therefore is to contribute to the broader research community by generating knowledge and enhancing existing practice within the field of public relations and strategic communication. Besides, what incited this research investigation is that there appears to be a substantial body of research internationally that has emphasized on investigating in to organizational culture, strategic communication and organizational performance. Furthermore, this study addresses this topic from Ethiopian work context.

## **1.2. Statements of the Problem**

Organizational culture has received relatively inadequate empirical investigation (Mckinono, 2003). In addition, (Sriramesh, Grunig and Dozier, 1996) indicated public relations theorists seldom have used organizational culture to explain why organizations practice public relations as they do or to explain the effect of public relations activities on culture.

Some scholars conducted research on the issue of corporate culture and organizational performance (Ogbonna& Harris, 2000; Rousseau, 1990; Kotter&Heskett, 1992; and Marcoulides& Heck, 1993). Their findings revealed that organizations with weak culture have employees who are bored, discouraged and/or generally unhappy. They also highlighted that organizational culture helps to provide stability to an organization. This implies that organizational culture is a very useful tool for managers, in managing a diversified workforce within their organizations.

Majority of related studies have been concentrated on developed countries. Besides, the researches on the area are stacked either on corporate culture and organizational performance or strategic communication and organizational performance. The researcher has not got research conducted on the focus of three target variables (corporate culture, strategic communication and organizational performance) at the same time.

In developing countries, a little has been done on this research area. For example (Mariama Z. and Kofi P., 2013) tried to investigate the effect of organizational culture traits on performance in the banking industry in Ghana. The other study by Anne Tunda K. (2017) indicated the effect of organizational culture on organizational performance: a case of Kenya school of monetary studies.

In Ethiopia, few researches have been undertaken related to corporate culture, strategic communication and organizational performance (Wondwosen K., 2014; Tewodros B., 2016; Tigist M., 2016). The basic findings of these studies indicated that there is no strong shared vision; shared procedures, rules and regulation are not strong enough; there is also a problem of clarity and openness; internal communication and information flow is weak; there is weak trust in the organization; everyone in the organization is not treated equally; and there is no well-defined and clearly known organizational culture in Commercial Bank of Ethiopia.

Similarly, (Addis A., 2014) in the study "Assessment of employee's perception about organizational culture and performance management practice" mainly focused on investigating the relationship between organizational culture and performance management practice in Management Sciences for Health (MSH) in Ethiopia. The result of the research has indicated that there is a positive relationship between organizational culture and performance management practice in MSH. This positive relationship indicates that the culture of the MSH was influencing the effectiveness of MSH-Ethiopia. The findings prove that the beliefs and assumptions of the four cultural traits Involvement, Consistency, Adaptability and Mission have relatively similar values when associated to performance management practice.

In relation to strategic communication (Olbana T., 2018) tried to "Investigate into Oromia Regional Government Communication strategy use and PR practice". The main findings of this

study are lack of basic knowledge of strategic communication; insufficient short and long-term trainings on strategic communication; lack of communication strategy framework and undermining of public relation practices.

As indicated above, local researches focus on either on corporate culture and organizational performance or investigating into organizational strategic communication. As far as the researcher's knowledge and reading is concerned no research was conducted focusing on investigating into corporate culture, strategic communications and organizational performance in Ethiopia in general and Ethiopian News Agency in particular. Therefore, this study tried to fill three gaps. Firstly, it focuses on investigating three variables i.e. corporate culture, strategic communication and organizational performance. Secondly, it tried to show the relationships among these variables. Thirdly, it focuses on media, an area where such kind of study was not conducted.

As a matter of the fact that there are little local studies on the area of corporate culture and strategic communication, there are collective problems in different organizations. For instance, lack of unique style of working beliefs, ideologies, principles and values (weak organizational culture) and ineffective strategic communication, numerous organizations in Ethiopia are noticed facing difficulties in organizational performance. The ENA, for example, has been performing below expectation, according to the agency's annual reports. Reports indicate that the performance of ENA was below its plan. In addition, on the SWOT analysis of ENA's strategic plan, weak strategic communication and undeveloped organizational culture were explained among the weaknesses of the agency.

Even though organizational culture represents a company's overall lifestyle and involves a variety of elements that make the organization stand out, ENA has never assessed what its working culture looks like. The researcher has also observed ENA does not give due attention to corporate culture and strategic communication. Therefore, it is crucial to study organizational culture and communication matters.

In the same way, at ENA, major changes have been adopted overtime. These changes have necessitated a review of the management structure, addition of mandate and functions, which

resulted significant changes in strategy and organizational culture. However, any study has not been conducted to investigate into organizational culture, strategic communication and organizational performance over the years.

Consequently, the purpose of this study is examining the corporate culture, strategic communication employed and organizational performance of ENA to fulfill the above-mentioned gaps. In addition, it is also purposeful in exploring the relationships among the target variables i.e. corporate culture, strategic communication and organizational performance. In general, the researcher believed that the issues raised should be addressed and they triggered the researcher to undertake the research.

### **1.3. Objectives of the Study**

#### **1.3.1. General Objective**

The overall purpose of this study is to investigate into Corporate Culture, Strategic Communication and Organizational Performance of ENA and to explore the relationship among them as practical in ENA.

#### **1.3.2. Specific Objectives**

The specific objectives of this study are listed below.

1. To examine the corporate culture popular at Ethiopian News Agency.
2. To investigate the strategic communications employed by Ethiopian News Agency.
3. To evaluate the organizational performance of Ethiopian News Agency.
4. To explore the relationships among corporate culture, strategic communication and organizational performance as practical in Ethiopian News Agency.

### **1.4. Research Questions**

**The following research questions were formulated to guide the research work.**

1. What kind of organizational culture is frequently used at Ethiopian News Agency?
2. Does Ethiopian News Agency employ strategic communication?
3. How is Ethiopian News Agency performing?

4. What is the relationship among corporate culture, strategic communication and organizational performance as practical in Ethiopian News Agency?

### **1.5. Scope of the Study**

It is limited to investigating into corporate culture, strategic communication and organizational performance. The study mainly focuses on three target variables: corporate culture, strategic communication and organizational performance.

In terms of theoretical frames Mercer's model of culture, Van Ruler's strategic communication frame and Lal.et .al organizational performance measurement models were applied.

### **1.6. Significance of the Study**

The importance of this study can be more of practical but it has also some theoretical significances. Practically this study above all might be important to Ethiopian News Agency. First, it examines the corporate culture popular at, investigates the strategic communications and evaluates the organizational performance of ENA. For the management of ENA, investigating in to corporate culture and strategic communication is important in determining the root causes of the problems that impeded better performance of ENA. Doing this insight, the management of ENA to clearly understand the corporate culture popular and opens their eyes to revisit the strategic communication.

The top management of ENA, as well as the public relations department may be better informed by the findings of the study in understanding the contribution of organizational culture and strategic communication on organizational performance. In this regard, the study findings may also be useful in reviewing the change communication strategies that are in place to ensure the changes bring meaningful gains to the organization. It has also significance to employees of ENA in giving knowledge and provides awareness about the importance of understanding corporate culture and implementing strategic communication to improve organizational performance.

Beyond ENA, the study may crucial to local print and broadcast media. Since the idea of corporate culture, strategic communication and organizational performance is vital to any

organization, especially local media can be encouraged to investigate their working culture and effectiveness of their communication strategies. The study may also be essential to different other organizations in the country, in that the issues of corporate culture, strategic communication and organizational performance are pillars that lead to success.

To make this research reachable to the organization that can benefit from it, especially ENA, the researcher plans to present the research at least to ENA managers and discuss with them on the findings.

Furthermore, this study has theoretical significance to the researchers in that it contributes to the growing body of literature on the relationships among the corporate culture, strategic communication and organizational performance. It does this by focusing on a comprehensive explanation among the variables. It also provides findings that can form hypothesis for further research by academicians and researchers. Equally, the findings of this study can be cited in literature for future studies.

In general, the present study may be demanded for the following reasons. It benefits the management and public relations department of ENA who can give attention to corporate culture and strategic communication that lead to organizational effectiveness and efficiency based on the results. It may also be important in serving as feedback to ENA in relation with its culture, strategic communication and organizational performance. It is also significant to other organizations' leaders and managers in that it encourages them to evaluate their organizational culture, implementation of strategic communication plan and the performance of their organizations.

### **1.7. Limitations of the Study**

As any research, this work has also several limits. These limits can be grouped into two categories: limits related to the choice of the case study and limits pertaining to the chosen research methods as well as the way they are applied.

The limits pertaining to this study refer to the choice of a single organization for the study namely Ethiopian News Agency. Due to the fact that ENA is dominated by unique situations

compared to the rest media in Ethiopia, the data collected may not be generalized to other broadcast and print media. Therefore, it was not clear that the findings of this study could be generalized to other industries and therefore this study was adhered to the Ethiopian News Agency.

The limits in relation with research methods refer to the chosen research methods and the way they were applied. In this regard inferring data from individuals with varied belief and attitude about strategic communication, corporate culture and organizational performance may have some limitations. They may hide their real feeling and may express opinions what they feel comforts the researcher, which might not be the true indication of the reality.

Besides, some people might not be willing to fill questionnaires and the responses might also be incomplete or inaccurate. Out of the 176 questionnaires, two were spoiled as 45 of the questions were not answered. Another noticeable limit of this study was lack of local research findings and well-documented materials were also the limits of this study.

### **1.8. Organization of the Study**

The chapters of the main study are organized in the following way: Chapter one contains a background to the study, the research problem, research objectives and questions, significance, limitations and scope of the study. Chapter two contains a review of related literature and theoretical frameworks. Chapter three describes the research methodology and design that are employed in the study. Chapter four encompasses the results from the study, analysis and integration of theory with empirical data (data discussion). Finally, chapter five includes the summary, conclusions and recommendations.

## CHAPTER TWO

### 2. LITERATURE REVIEW AND THEORETICAL FRAME WORK

#### 2.1. Literature Review

The review of related literature mainly focuses on the following issues: definition, importance, characteristics, and relationships of corporate/organizational culture, strategic communication and organizational performance.

##### 2.1.1. Corporate/organizational culture

There is no fixed, universal definition or understanding for organizational culture and there is no single definition for it. (Knapp, 2006) indicated the organizational concept of culture is an adaptation of the anthropological concept. Researchers in academic sector have given various ways of defining organizational culture. Organizational culture, in its simplest meaning, is the sum total of how an organization accomplishes all that it has to do in order to fulfill its purpose or mission. It can be observed in many ways that things get done in the processes that everyone in the organization knows must be followed for work to be accomplished (Tamara L., 2006).

Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid (Arnold, 2005). It also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, 2004). Sometimes, organization culture is also known as "corporate culture". "Corporate Culture" is used to denote the more "commercialized" meaning of organizational culture (Deal & Kennedy, 1982).

##### 2.1.1.1. Functions of Corporate Culture

The main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Making meaning is an issue of organizational culture, because organizational members need to benefit from the lessons of previous members. As a result, organizational members are able to profit from whatever trials and errors regarding

knowledge others have been able to accumulate (Johnson, 1990). Organizational culture also determines organizational behavior, by identifying principal goals; work methods; how members should interact and address each other; and how to conduct personal relationships. Brown J. (1998, P 89- 91) states the following functions of organizational culture:

**Conflict reduction:** A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action.

**Coordination and control:** Largely because culture promotes consistency of outlook it also facilitates organizational processes of coordination and control. (Brown J., 1998 and Joyce M., 2016) also indicated organizational culture facilitates organizational processes of coordination and cooperation.

**Reduction of uncertainty:** Adopting of the cultural mind frame is an anxiety reducing device which simplifies the world of work, makes choices easier and rational action seem possible.

**Motivation:** An appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.

**Competitive advantage:** Strong culture improves the organization's chances of being successful in the market place.

In addition to the above functions, (Martins, 2003, P. 382) also mention the following as functions of organizational culture: It has a boundary-defining role that creates distinctions between one organization and the other organizations. It conveys a sense of identity to organizational members. It facilitates commitment to something larger than individual self-interests. It enhances social system stability as the social glue that helps to bind the organization by providing appropriate standards for what employees should say and do. It serves as a meaningful control mechanism that guides or shapes the attitudes and behaviors of employees.

#### **2.1.1.2. The Influence of Corporate Culture**

Culture has a pervasive influence on how an organization function. It determines how an organization responds to its business environment, how it organizes its work, how it structures its day-to-day activities, and how it deploys and rewards its managers' and employees' skills and talents (Tamara L. 2006, P.32). Organizational culture also determines the patterns of social interaction used to accomplish work and the nature of the relationship, or contract, between the

organization and its employees. Equally important, it sets the tone of and orientation to customer or client service (Tamara L. 2006, P.32).

Because of this impact on an organization's practical behaviors, culture has enormous strategic significance. To be successful, an organization must ensure that it shapes its culture to its business, mission, and strategy. For example, work processes need to be aligned with the types of products or services offered and the human capital practices in place. In fact, different organizations within the same industry can have very different cultures that work for them and their customers. The question leaders need to ask is whether the current culture is keeping pace and supporting the organization's strategy. The benefit of doing so can be significant (Tamara L. 2006).

An aligned culture and organizational strategy enable effective processes and helps the organization deliver positive results to shareholders, customers, and employees. When there is misalignment, the organization may be profitable or successful in the short term, but over time fail to achieve its potential and be far from its maximal performance. In addition, researchers suggest that where there is a corporate culture that makes employees to believe they are able to influence decisions, and perceive they have opportunities for voice, this has the potential to result in increased levels of organizational commitment (Farndale, et.al 2011).

### **2.1.1.3. Organizational Culture: Strong vs. Weak**

(Gustavo, 2015) stated four components to an organization's culture: Beliefs, behavioral rules, traditions, and rituals. The degrees to which these components are present or absent determine the strength or weakness of a culture. The strength of any culture comes from the degree of agreement among its people about the importance of specific beliefs, behavioral rules, traditions, and rituals. These are the things in a culture that determine how things get done.

#### **A. Strong Organizational Culture**

An organizational culture is considered strong when there is cohesion around beliefs, behavioral rules, traditions, and rituals. Strong cultures typically feature their beliefs, behavioral rules, traditions, and rituals in public displays so that employees can use these cultural elements for decision making throughout the organization. Strong cultures include: More than one strong

leader who articulates beliefs, behavioral rules, traditions, and rituals that are aligned with customer needs, strategic direction, and competitive environments.

AS (Joyce M., 2016 and Robbins, 2012) indicated in an organization with clearly established organizational culture, employees tended to share similar assumptions. Consequently, the employees adopt the common values and norms which control their interaction among themselves and with the outsiders. Strong cultures better lend themselves to high performance. High-performance cultures are results oriented and tend to establish an environment where there is a constructive pressure to perform. In a high-performance culture, there are a number of healthy characteristics that improve organizational performance, such as:

**1. Culture-reinforcing Tools:** These include things like ceremonies, symbols, language, behavioral rules, and policies. Strong organizational cultures use these tools to produce extraordinary performance from ordinary people. Strong cultures use ceremonies and symbols to emphasize what the company values. Ceremonies and symbols help recognize and celebrate high-performance employees and help create an emotional bond among all employees. Language used in slogans and policies help illustrate the company's primary values and provide a shared understanding among workers (Joyce M., 2016).

**2. Intensely People Oriented:** Organizations with strong cultures display their concern for their employees in a variety of ways. These include: treating employees with dignity and respect, granting employees enough autonomy to excel and contribute, holding managers at every level accountable for the growth and development of people who report to them, using of a full range of rewards and consequences to reinforce high-performance behavior as well as setting clear performance standards for all employees (Joyce M., 2016).

In addition, as (Babin D., 2015) pointed focusing on work-life balance of employees is also important way of people-oriented leadership. Work life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

**3. Results Oriented:** High-performance cultures invest more time and resources to ensure that employees who excel and achieve performance targets are identified and rewarded. Controls are put in place to collect, analyze, and interpret employee performance data. Quantitative measures of success are used to select and reward employees who perform outstandingly. Letting employees to thinking outside of the box also generates excitement, passion and creativity (Catherine P., 2018).

**4. Emphasis on Achievement and Excellence:** High-performance cultures create an atmosphere where there is constructive pressure to be the best. Management pursues practices and policies, and invests necessary resources to inspire people to do their best.

## **B. Weak Organizational Culture**

A culture is weak when its beliefs, behavioral rules, traditions, and rituals are not apparent to its members or there is incongruence between stated values and behavior. This can happen for a variety of reasons. With no knowledge of what the organization stands for or how things are actually done (rather than how policy indicates things should be done), weak cultures work against the success of an organization (Gustavo, 2015).

Weak organizational cultures often produce low performance. Weak cultures also have several unhealthy characteristics that can serve as obstacles to an organization's ability to meet its goals and achieve success. These characteristics are:

**1. Narrow/Isolated Thinking:** it is evident when an organization avoids looking outside itself for best practices and approaches. People in these organizations believe they have all the answers. It is this type of inward thinking that can prevent an organization from making necessary procedural and cultural changes (Gustavo, 2015).

**2. Resistance to Change:** This characteristic is evident when an organization is suddenly confronted with a rapidly changing environment. The organization focuses on maintaining the status quo, avoiding risk, and not making mistakes. It is the leadership in the culture that allows these factors to pervade and paralyze the organization rather than focusing on innovation and success (Gustavo, 2015).

**3. Political Internal Environment:** In a politically charged culture, issues and problems get resolved along the lines of power. Vocal support or opposition, personal lobbying, and the formation of coalitions interested in a particular outcome stifles change. This type of internal environment produces low performance because it sacrifices what is best for the organization for the particular desire/self-interest of particular players (Catherine P., 2018).

**4. Unhealthy Promotion Practices:** This characteristic is evident when an organization promotes a dedicated or long-time employee to management who is hard-working and good at day-to-day operations, but lacks leadership skills, vision, and the ability to think strategically. This type of promotion can create a vacuum regarding an organization's ability to develop a long-term vision, build new competencies, and generate new strategies (Catherine P., 2018).

#### **2.1.1.4. Types of Corporate/ Organizational culture**

Corporate cultures come in all styles, colors, and flavors. They often manifest themselves in subtle ways and can be very fluid. Some are formed and cultivated by design and intention; other cultures simply happen. Accordingly, not all cultures are effective; cultures can serve as an impediment to organizational effectiveness and success or a catalyst. Corporate cultures are often defined by behaviors that are modeled and rewarded and are often demonstrated by the actions of senior management. The (Tamara L. 2006) stated the following as types of corporate culture.

- ***Patriarchal:*** *Top-down and autocratic; employees are told what to do; feedback and dialogue are discouraged; information is hoarded and dispensed on a strict need-to-know basis*
- ***Collegial:*** *Information is shared without regard to levels or status and is considered an organizational resource shared with everyone.*
- ***Formal:*** *A culture governed by many rules and well-defined protocols; there is usually a “right way” and “wrong way” to do just about everything, with no deviation.*
- ***Informal:*** *A culture with very few protocols; communication is casual and at times unstructured; experimentation and risk taking are encouraged.*

- **Political:** *An arena for gamesmanship and hidden agendas; power plays and territorial squabbles and positioning are common. This type of culture is usually toxic to good communication.*

A culture might be a pure example of any of the above, or a combination of two or more. Different cultures may even exist in different parts of the same organization. Such organizational schizophrenia, even in cases where it is effective, can be as confounding for a communicator as it can be living with someone who has multiple personalities (Tamara L. 2006).

### **2.1.2. Strategic Communication**

Scholars and communication professionals have adopted strategic communication as an umbrella term meant to include a variety of communication-related professions, such as public relations, brand communication, advertising, and more. (Argenti, Howell, and Beck 2005, P. 83) define strategic communication as "aligned with the company's overall strategy, to enhance its strategic positioning". (Hallahan, 2007, P.3) also defines strategic communication as "the purposeful use of communication by an organization to fulfill its mission". According to (Paul, 2011, P. 5) creating clear goals and understanding how a certain set of audience attitudes, behaviors, or perceptions will support those objectives is what makes communication strategic.

Strategic communication is defined by (Hallahan, et.al 2007, P. 3) as the use of communication by an organization to achieve its mission. Moreover, (Holtzhausen and Zerfass, 2015, P. 4) said that the strategic communication process typically is a communication process that follows from an organization 's strategic plan and focuses on the role of communication in enabling the organization 's strategic goals and objectives. (Johnston and Everett, 2015, P. 157) define strategic communication as being the central device organizations use to respond to environmental uncertainty, when management have to monitor and interpret the environmental conditions and then to formulate an appropriate response to that interpretation.

In addition (Ihlen and Verhoeven, 2015, P. 134) mentioned that strategic communication can be seen as different forms of communication, ranging from symbolic, interpersonal and social communication to the nonperson communication function in system theory, while Murphy (2015, P. 124) considers that strategic communicators should play a continuing role in shaping

messages and participating in issue arenas that determine public opinion. Communication is strategic when it is completely consistent with a corporation's mission, vision, values and is able to enhance the strategic positioning and competitiveness of the organization (Ibid).

The most important concept to understand in relation to communication strategy is that communication should be seen from the audience's perspective. In strategic communication, message development, or the process of creating key points or ideas, requires high levels of planning and research. These messages are targeted, or created with a specific audience in mind, and help to position an organization's communication goals with its structural goals (Paul, 2011, P.7). As the world becomes increasingly interconnected through new forms of communication the role of strategic communications is to help organizations understand how to effectively deliver their message to key audiences.

#### **2.1.2.1. The Need for Strategic Communication**

It has become more and more important for social actors and organizations to be intentional and mindful in their communication in order to be heard (Habermas, 1979, Hallahan et al., 2007). This is particularly valid, as strategic organizational communication has become increasingly virtual and international in today's world. According to (Hallahan et al. 2007, P. 27) strategic communication should be a "focal interest of communication scholarships". Studying strategic communication as a social science reflects on real changes in the society and on its organizational principles.

Strategic communication represents the communication realized by companies to achieve their missions, values, long-term goals, objectives and managing communication should be a strategic priority for the organizations. (Hallahan, et.al 2007, P. 7) revealed that strategic communication focus is on how a company communicates across organizational activities. The importance is on the strategic application of communication and how an organization as a social actor advances its mission.

As stated by (Cheney, Christensen, et al 2004) organizational messages and discourses have a strategic function and organizations should make strategic decisions regarding the types and audiences of their messages. From the strategic communication point of view, organizations are

preoccupied to distinguish from their competitors, to proactively find right opportunities to communicate and influence their publics, and to accomplish their business objectives considering the industry trends. (Hallahan et.al 2007, P. 10) enumerate four reasons for studying strategic communication:

- ✓ *Organizations must differentiate themselves as audiences view organizations from multiple perspectives: product offerings, expertise and competence, service commitment;*
- ✓ *Public communication is driven by digital technology (World Wide Web, instant messaging) which converge communications channels;*
- ✓ *Audiences' experiences and impressions about organization - companies use a variety of methods to influence the behaviors of their publics;*
- ✓ *Organizations have to achieve strategically important goals. Furthermore, Strategic communication has the following basic importance.*

#### **2.1.2.2. Communication Strategies in an Effective Organization**

Communication is a critical function in organizations, from the very small to the very large. Even one-to-one communications can be fraught with challenges and misunderstandings. By communicating purposefully and focusing on results and relationships, organizations can leverage effective communication strategies to generate solid results with multiple audiences. Effective organizational communications require sound strategies and ongoing focus. Leigh Richards on his website <http://smallbusiness.chron.com/communication-strategies-effective-organization> indicates five points that need to be considered for effective organizational communications which are listed below.

**Open:** An open communication environment is one in which all members of the organization feel free to share feedback, ideas and even criticism at every level. Leaders who are committed to open communication build an environment of trust that can be the foundation for success.

**Inclusive:** An inclusive communication strategy is one in which explicit steps are taken to ensure that all employees feel they are involved in decisions that affect their day to-day work. Organizations with a secretive communication environment shut people out, which can stifle

involvement and result in lost ideas and opportunities. Employee involvement is a key factor that affects employee satisfaction and success.

**Two-Way:** Communication should never be one-way--either from the top-down or the bottom-up. Effective communication strategies involve two-way communication, or conversations, between members of the organization. Companies whose managers successfully engage employees in conversations about their work, their ideas and their perspectives on issues related to products, services, customers and the business environment develop a culture of inclusiveness that generates results.

**Results-Driven:** Business communication should be results-driven and strategically focused on achieving measurable results. Organizations need to think about what employees need to know to do their jobs effectively, to interact with customers effectively and to serve as ambassadors outside of the organization. Effective communication isn't just nice to do; it's need to do.

**Multi-Channeled:** Effective organizational communicators know that messages need to be delivered multiple times in multiple ways to have the most impact. Employee communication needs and preferences differ, different messages require different methods and busy business environments can mean that messages get lost. Using multiple channels to communicate with various audiences will increase the odds that communications are received and understood.

### **2.1.3. Organizational Performance**

According to (Cascio, 2014) organizational performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. According to (Kaplan and Norton, 2001) organizational performance is the organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources. This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work-based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Ittner&Larcker, 2012).

According to (Ittner and Larcker, 2012) organizational performance is a broader concept whose indicators include productivity, quality, consistency, efficiency as well as relative measures such as management development and leadership training for building necessary skills and attitudes among the workers (Richard, 2002). Organizational performance can also be conceptualized in terms of net income, revenue, number of employees, physical expansion, increased market share and financial sustainability (Kotter, 2012).

### **Measuring Performance**

The definition of performance has included both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and employee satisfaction. Additionally, performance has also been conceptualized using financial and nonfinancial measures from both objective and perceptual sources (Venkatraman & Ramunujam, 1986). Organizational performance is all about achieving the objectives that organizations set for themselves. The objectives of an organization could be financial, that is to say, profit-making or non-financial such as spreading awareness among a certain community. Organizational performance could be categorized under two categories: financial and nonfinancial (Davis et al., 2000).

### **Financial Performance**

Organizations' performance is widely measured through the financial success of the organization. Financial stress for most profit-oriented firms can be assessed both in terms of "top-line" (e.g., sales) as well as "bottom-line" (e.g., profitability) measures (Davis et al., 2000). The profitability of an organization is an important financial indicator to reflect the efficiency of the organization and the owners/managers ability to increase sales while keeping the variable costs down (Davis et al., 2000). Profit margin, return on assets, return on equity, return on investment, and return on sales are considered to be the common measures of financial profitability (Robinson, 1982; Galbraith & Schendel, 1983).

## **Non-Financial Performance**

Besides financial indicators as an evaluation of firm's performance in any industry, other industry-specific measures of effectiveness may also reflect the success of the organization. These measures include job satisfaction, organizational commitment, and employee turnover (Mowday, Porter & Steers, 1982; Mayer & Schoorman, 1992; Hosmer, 1995; Rich, 1997; Zulkifli & Jamaluddin, 2000). Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Rich, 1997). Similarly, (Robbins, 2003) defines job satisfaction as a general attitude toward one's job; the amount of rewards received should at least be equal to the expected. However, according to (Hackman and Oldham, 1975) job satisfaction is associated with five core dimensions: skill variety, task identity, task significance, autonomy, and feedback from the job itself in which leading to satisfaction with supervision, satisfaction with co-workers, satisfaction with work, satisfaction with pay, and satisfaction with promotion.

### **2.1.4. Relationships among Corporate Culture, Strategic Communication and Organizational Performance**

#### **2.1.4.1. Strategic Communication and Corporate Culture**

According to (Forman and Argenti, 2002) strategic communication researchers have become increasingly interested in the contribution of communication to a company's ability in creating and disseminating its strategy in the last decade. However, very few authors have investigated the link between communication and strategy execution, focusing primarily on how corporate communication affects the business relationship with its various stakeholders. Numerous researchers have already emphasized the importance of communication in the process of strategy execution (Peng and Litte John, 2001; Heide, Gronhaug & Johannessen, 2002; Tourish, 2005; Schaap, 2006, Li, Guohui and Eppler, 2008).

One of the clearest manifestations of culture is that of communication. Communication as a process, a function, and a result is both a reflection and cause of the organization's culture (IABC, 2006 P.39). How an organization conceives and manages communication does more to tell about its culture than any other single process element. The manner in which an organization

approaches communication policy, staffing, planning, and budgeting paints a clear picture of how it thinks of itself and how it wishes to relate to employees and its external constituencies: its shareholders, customers, and the public at large (IABC, 2006 P.40).

Although culture is persistent, it may not be permanent; therefore, communication can have a relationship with culture by serving as a vehicle for cultural change. Like a person's habits, with concerted effort an organization's culture can be changed (Ibid). Many process elements must be integrated to shape and develop culture. These elements range from the basics, such as the design of reward systems (including pay, benefits, performance management, and training and development) to the more strategic framing of vision and defining values.

The study by (Alashloo, et al., 2005) on the higher educational institutions in Iran also found "incompatible organizational culture" and "lack of adequate communication" as the most important organizational impeters as mentioned by the respondents. Similar findings were also reported by (Alexander, 1991, Al-Ghamdi1998, Noble 1999, Aaltonen and Ikavaiko 2002, Okumus2001, and Dobni 2003) who noted that "incompatible organizational culture" and "lack of adequate communication" are also organizational impeters. The findings by (Peng and Litteljohn2001) show that effective communication is a key requirement for effective strategy execution.

Strategy communication plays an important role in training, knowledge dissemination and learning during the process of strategy execution. In fact, communication is pervasive in every aspect of strategy execution as it relates in a complex way to organize processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation. Strategy communication hindrances account for more regularly than other types of obstructions, for example, organizational structure boundaries, administration difficulties, or share values (culture) barriers. (Heide, Gronhaug and Johannessen, 2002), for instance, demonstrate different types of strategy communication issues (without pointing out what they are). These communication issues may be impacted to some degree by the organizational (hierarchical) structure.

As stated by (Heide, Gronhaug and Johannessen, 2002) they constitute the key boundary to the execution of planned strategic events. (Rapert, Velliquette and Garretson, 2002) stated that strategy communication and organizational culture play a paramount part in the execution process. Specifically, when vertical communication is regular and frequent, strategic consensus (shared understanding about strategic necessities) is upgraded and the organizational performance will improve. They investigate vertical communication linkages as a means by which key agreement and execution could be improved (Li, Guohui&Eppler, 2008).

#### **2.1.4.2. Strategic Communication and Organizational Performance**

Communication is an integral component of any performance improvement approach. Organizations eager to accomplish strategic goals establish well defined communication strategies. A well-defined strategy is one that engages employees and aligns with the organization's business goals (Kibe, 2012). Communication strategies, systems, and practices do play a central role in high-performance. Information, understanding, and knowledge are the lifeblood of the organizational body.

A thoughtful and comprehensive communication strategy is a vital component to any successful change and improvement. The communication strategy sets the tone and direction of improvement efforts. Effective strategy links to organizational goals. Aligned strategies tend to enhance organizational performance. Communication strategies influence the energy levels for change and improvement. Strong communications keep everyone focused on goals and priorities while providing feedback on progress. Effective communication strategies, systems, and practices have a huge and direct effect on organization learning and innovation (Ibid).

Communication strategies, systems, and practices do play a central role in high-performance Kibe, (2012). Information, understanding, and knowledge are the lifeblood of the organizational body. A thoughtful and comprehensive communication strategy is a vital component to any successful change and improvement. The communication strategy sets the tone and direction of improvement efforts. Effective strategy links to organizational goals. Aligned strategies tend to enhance organizational performance. Communication strategies influence the energy levels for change and improvement (Ibid). Strong communications keep everyone focused on goals and

priorities while providing feedback on progress. Effective communication strategies, systems, and practices have a huge and direct effect on organization learning and innovation.

#### **2.1.4.3. Corporate Culture and Organizational Performance**

Corporate culture and performance relation has been examined by many researchers (Ogbonna& Harris, 2000; Rousseau, 1990; Kotter&Heskett, 1992; Marcoulides& Heck, 1993) there is a close link between organizational culture and performance. However, this link has not been exhaustively researched (Schneider, 2012). (Barker, 2004) observes that organizational culture and performance are related to some extent. (Kotter, 2012) contends that the variables influence organizational performance include level of employee commitment to work, positive beliefs about work, positive work values, interpersonal relationships and group norms.

According to(Moran and Volkwein, 2011) while organizational culture and performance are related, culture is widely understood to be made up of a set of values and belief systems which simply give meaning to organizations rather than influence organizational performance (Kotter, 2012). In this respect organizational culture consists of empirically accessible elements such as behavioral and attitudinal characteristics which do not directly lead to organizational performance (Drexler, 2010). This is because organizational culture consists of shared perceptions while performance covers individual attributes that can be measured using different parameters (Campbell, 2010).

Although the established guidelines about the key components of organizational performance are yet to find universal acceptance, the explanatory powers of the concept lie in its potential to conceptually link organizational culture to performance (Moran & Volkwein, 2011). Thus, (Middlemist and Hitt, 2000) appear to favor a multidimensional approach to assessing this link. According to (Middlemist and Hitt, 2000) the six dimensions of organizational culture that can affect organizational performance are like leadership support, co-operation, friendliness, professionalism, job challenge and trustworthiness.

## 2.2. Theoretical Frame Works

The Mercer's organizational culture model, Van Ruler's strategic communication frame and Lal et al. organizational performance measurement model were served as the primary conceptual framework for the study.

### 2.2.1. Mercer's model of culture

Mercer's model of organizational culture can help leaders understand their organization's current culture by assessing organizational culture across five dimensions: achievement, environment, perspective, power, and risk. Leaders can use this model or others as the basis for diagnostic instruments, such as employee and management audits, surveys, and assessment tools. Such instruments can reveal the nature of an organization's current culture and help leaders determine which aspects of the culture may be preventing it from achieving peak performance. These tools can also demonstrate how things are done within the organization and provide a frame of reference that leaders can use to compare their current organizational culture with their ideal.

According to (IABC, P.35-38), the Mercer model is divided into eighteen sub dimensions, each of which addresses specific attitudes, behaviors, and values within an organization. These sub dimensions paint a picture of an organization's culture and identify potential areas for improvement.

**1.Achievement:** it can be collective or individual. To understand an organization's culture, it is important to ascertain whether the organization places emphasis on rewarding group or individual accomplishment. The following sub dimensions evaluate an organization's achievement priorities and behaviors:

- **Accountability.** Are responsibilities distributed to groups or individuals? Who is held accountable for successfully completing projects? How are mistakes or incomplete projects handled? Is there a sense of group or individual accountability?
- **Rewards.** Do rewards reinforce individual or group effort? Do rewards (financial and non financial, formal and informal) emphasize individual contribution or team effort? In short, is teamwork or individual contribution encouraged and rewarded? Who gets credit for a job done well?

- **Work.** Is work done by teams or individuals? Are projects and processes oriented toward collaboration or independence? Do you get the cooperation you need to get the job done? Does teamwork facilitate or hinder work or project completion? Is work assigned to teams or individuals?
- **Work-life balance.** Are personal needs acknowledged? Does the organization accommodate individual members' needs to attend to their nonworking obligations? Do most people seem to be able to integrate their work life with their personal life? Does the organization provide specific programs geared to facilitating work-life balance?

**2. Environment:** An organization's environment can be process or outcome focused, depending on whether it's managerial and production systems are structured to focus on procedures or results. The sub dimensions that comprise environment are:

- **Decision focus.** Are members' perceptions of decision making and its correctness based on the decision process itself or the decision outcome? Is the fairness of process and correctness of decision perceived as the result of equitable outcomes or as the result of equitable processes? Do equitable decision-making attributes such as voice, participation, and full disclosure justify or ameliorate perceived inequitable or unfavorable outcomes? Do equitable outcomes make non-participative processes more acceptable?
- **Managerial focus.** Does management focus on completing tasks or facilitating relationships? Is emphasis placed on how tasks are done or on facilitating relationships? Do managers focus on the tasks or the human resources needed to complete projects? Do tasks get done at the expense of relationships? Is relationship building and management a recognized management technique?
- **Pace.** Is there a sense of urgency? Is pressure exerted to act and deliver results, or is time allowed for thoughtful consideration and consensus building? Is the pace slow or fast?
- **Production focus.** How is quality balanced against meeting deadlines and quotas? Is quality compromised in favor of getting things done? Is precision compromised in favor of meeting volume goals? Or is quality the all-purpose cover for missed production targets? To what extent is error tolerated? Is service considered a legitimate trade-off for production?

**3.Perspective:** Is the organization's perspective forward or backward thinking? The organization's prioritization of either innovation or steadfast continuity of practice and procedure is a key cultural indicator. The sub dimensions of perspective are:

- **Action.** Is the organization prepared to meet future demands? Are actions taken in response to identified existing conditions or in anticipation of future challenges? Does senior management encourage a proactive or reactive approach? Does the organization anticipate and prepare for or wait and react to market changes?
- **Time frame.** Does the organization encourage a long-term perspective? Is success measured with short-term or long-term results? Are employees encouraged to plan ahead and set goals for the long term? Or is there a disposition to seek faster solutions? Is the organization oriented toward long-term accomplishments or short-term success?

**4. Power:** Within an organization, power can be shared or retained. The organization's use of differential power in interactions can be assessed through:

- **Communication.** How is information distributed and shared? Is information distributed based on position and role, or is it openly shared? Is there effective two-way communication? Do employees get the information they need to do their jobs? Do employees have the opportunity to voice their opinions, ideas, and concerns?
- **Conflict.** How is work disagreements handled? Are differences resolved through participatory process or preemptive judgment? Are conflicts ignored until they become serious? Do people feel comfortable disagreeing, or is there a reluctance to openly express contrary views?
- **Decisions.** How are plans made and carried out? Are decisions and policies made and directed on a local basis or by organization leadership? Are employees empowered to make their own decisions? Do employees share in establishing work rules? Do employees have authority to act on their own?
- **Status.** What prompts recognition and appreciation? How important are role, position, and people connections? Are they valued more than the quality of work? Are rewards and promotions based on status or performance? What is more important: doing a good job or knowing the right people?

- **Structure.** Are work rules strictly followed? In tasks and interactions, is priority placed on following established protocols or arriving at solutions? How formal is the organization? Is adherence to process more important than getting the job done? How centralized within the organization framework are the power centers and decision making?

**5.Risk:** Does the organization encourage risk taking over risk avoidance? An organization's risk tolerance can be examined through its attitudes and behaviors related to:

- **Decisions.** Are decisions permitted to include risk? Is taking risk acceptable when making decisions? Do those who make unsuccessful risky decisions bear some form of organization punishment? Does the organization encourage making calculated decisions that involve risk when all possible consequences cannot be explored? Are legitimate mistakes forgiven or institutionalized in the corporate memory?
- **Innovation.** Is creativity encouraged and reinforced? Are new ideas developed through incremental steps in a defined process? Or are leaps and experimentation in innovation fostered? Are people encouraged to come up with ideas and suggestions? Are they encouraged to try new ways of seeing things? Are people encouraged to go outside formal procedures to achieve organizational goals?
- **Tradition.** Are old practices and policies reevaluated? Is reliance placed on time-tested processes or on new ways of doing things and new systems? How tradition bound is the organization? Are new practices and ways of doing things attempted? Are old policies and procedures regularly evaluated for improvement?

### **2.2.2. Van Ruler's strategic communication frame**

For the analysis of the Communication/PR of the organization i.e. ENA, the researcher make use of the *Strategic Communication Frame (SCF)*, as developed by Betteke van Ruler. SCF is not based on a linear model of Communication/PR, but on a dynamic strategy development model for Public Relations, referring to a clear vision and inspiring ambitions of the organization. It has 8 'building blocks': Vision, Ambition, Internal situation, and External situation, Accountability, Stakeholders, Resources and Action Plan. On the English website of Betteke van Ruler <http://www.futureproofingcomms.co.uk/thelatest/fp2-ch17>, the visual representation of the SCF/ model shows two sides: the left side is focusing on the preparation of Strategic

Communication/PR development, the right side is focusing on the implementation of the strategy:



Figure 1: *Van Ruler's strategic communication frame*

### **A. Ambition**

There is a huge discussion on concepts like goals, targets, and ambitions. In this context we use the concept of ambition to mean “a strong desire to do or achieve something.” (Oxford Dictionary)

### **B. Vision**

“Strategic planning is worthless, unless there is first a strategic vision”. Ambition is influenced by a person’s own perception of his/her profession and its added value.

### **C. Internal situation**

It is impossible to define and value the importance to us of phenomena in the outside world unless you know what is happening inside the organization.

### **D. External situation**

It is typical for communication professionals to be aware of the external situation, of what is going on in the outside world and of public opinions, although we prefer to talk about social moods these days. That is not new at all. Nassim Taleb, however, warns not to look for confirmation of what you already know but to look for the unexpected.

## **E. Accountability**

Good ambitions inspire and make clear what you want to achieve, but without accountability your ambitions are day dreams. Accountability forces you to make clear what your exact responsibilities are regarding your ambitions and how you measure progress.

## **F. Stakeholders**

In corporate communication we are used to seeing stakeholders as those who have a stake in our organization and as our “target groups” to reach with our communications (Michell, Agle & Wood, 1996).

## **G. Resources**

A very important part of the strategy concerns resources. Resources are about being equipped to do the job. It is about budget, budget allocation and about competences.

### **2.2.3. Lal et al Organizational performance Measurement Model**

The performance measures are measured by the four main principles of performance proposed by (Lal et al. 1995) namely the coordination of tasks, job evaluation, planning and reward.

**1.Coordination of tasks:** Coordination of tasks is the synchronization and integration of activities, responsibilities, and command and protocol structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives. As stated on the website <http://www.businessdictionary.com/definition/coordination.html> long with organizing, monitoring, and controlling, coordinating tasks is one of the key functions of management.

**2.Job Evaluation:** A systematic, formal process that allows organizations to compare jobs to others across the company and the industry. Job evaluation is often seen as the foundation for a fair and efficient pay framework.

**3.Reward:** A motivated workforce can be a significant factor in organizational success. When employees are motivated to work at higher levels of productivity, the organization as a whole run more efficiently and is more effective at reaching its goals. This is in contrast to an unmotivated workforce, who can negatively disrupt an organization and distract employees

from their work. For this reason, it is imperative that managers understand the power of reward systems and how they are used to influence employee behavior.

Rewards are positive outcomes that are earned as a result of an employee's performance. These rewards are aligned with organizational goals. When an employee helps an organization in the achievement of one of its goals, a reward often follows. There are two general types of rewards that motivate people: intrinsic and extrinsic.

**Intrinsic motivation** is internal to the person in that it is something that you have to offer yourself and is driven by personal interest or enjoyment in the work itself. Because intrinsic motivation exists within the individual, achieving it does not depend on others. Some people believe that the most powerful rewards come from inside a person.

**Extrinsic motivation** is based on tangible rewards. Unlike intrinsic motivation that is self-administered, extrinsic motivation is external to the individual and is typically offered by a supervisor or manager who holds all the power in relation to when extrinsic rewards are offered and in what amount. Extrinsic rewards are usually financial in nature.

- 4. Planning:** According to (Munive-Hernandez, Dewhurst, Pritchard and Barber, 2004), planning involves the plan or pattern of act that adds company main goals, policies and action systems are unified into a whole. (Aldehayyat and Khattab, 2011) noted that planning methods empower managers to convert data into valued decisions and appropriate actions. (Sorel and Pennequin, 2008) advocates for planning to involve developing objectives or the organizational strategic plans and looking for resources that would best be suited in achieving the organizational goals as outlined in strategic plans. Each goal should have financial and human resource projections associated with its completion so that it becomes successful. The planning process also creates timelines for when the plans should be achieved. According to (Ballou, 2007) planning also involves developing the tracking and assessment method that will be used to monitor the project process.

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

This chapter outlines how the research was conducted and the motives for the chosen methodology. The first part covers the research design which focuses on a plan and structure of the research, followed by the population and sampling to describe the sample chosen depending on the techniques. Then the data collection methods were discussed, followed by the research procedure. Finally, method of data analysis approach, validity and reliability were presented.

#### 3.1.Explanatory Sequential MMR Design

The research design basically dictates the activities that are necessary to execute the research project. According to (Cooper, 2006), a discussion of the research design provides an operational frame within which facts will be placed, processed through analyzing procedures and valuable research output is produced. As it is stated in the first chapter, the current study is mainly designed to investigate the corporate culture, strategic communication and organizational performance. This study is carried out at Ethiopian News Agency.

As to (Frey et al, 1991) behaviorists collect atomistic quantitative units of analysis under controlled conditions. On the other hand, phenomenologist typically collect holistic qualitative units of analysis under naturalistic conditions. However, understanding complex phenomena such as corporate culture, strategic communication and organizational performance often demands combining both approaches.

Therefore, qualitative and quantitative primary data (mixed method) is required for the study. Various mixed-methods research (MMR) designs have been proposed in the literature (e.g. Creswell, 1999; Sandelowski, 2000; Kothari, 2004). The problems addressed by social science researchers are complex; so, using either qualitative or quantitative approaches alone is inadequate to this complexity. Besides, using triangulation (mixed) approach provides and expands the researcher's understanding of the research problem he/ she investigates (Cresswell 2009). This method is also used to strengthen the reliability of the study.

An explanatory sequential design was preferred to guide an investigation into Corporate Culture, Strategic Communication and Organizational Performance the case of Ethiopian News Agency. This explanatory sequential design typically involves two phases: (1) an initial quantitative instrument phase, followed by (2) a qualitative data collection phase, in which the qualitative phase builds directly on the results from the quantitative phase. In this way, the quantitative results are explained in more detail through the qualitative data (C.R. Kothari, 2004).

The design was a two-phase procedure that helped the researcher to organize the research process. It started with a quantitative phase to understand a phenomenon from the point of view of employees and then moved onto a qualitative phase: in-depth interview with the management and CEO of ENA. The study's dependent variable was organizational performance, while independent variables were organizational culture, and strategic communication.

In the present study, both qualitative and quantitative studies were given equal status. As to (Anteneh, 2012), many MMR have the trend to emphasize on either of them. This study was not limited to such tradition but it rather benefited from giving equivalent value for both qualitative and quantitative parts of the study. Through mixed method research (MMR) one can create more user friendly and creative designs since the method provides more flexibility and practicality (Johnson & Onwuegbuzie, 2004). With respect to sequence, quantitative data were collected before qualitative data.

Mixed-methods research (MMR) is defined as the class of research where the researcher systematically combines quantitative and qualitative research tools, methods and approaches for better understanding (AntenehTsegaye, 2012, P. 131). It is a method by which the researcher purposefully minimizes the limitations of mono-method research for quality and generalized findings. The method is characterized by systematic procedure or model to produce justifiable, legitimate and valid research outputs. Unlike some researches which supplement qualitative and quantitative tools; MMR values both methods as central elements.

Mixed-methods research was preferred because it has several strengths to employ it. Firstly, the combination of quantitative and qualitative approaches provides a better understanding of the research problem than either approach alone. A possible combination of the methods provides

more comprehensive view of the research area (AntenehTsegaye, 2012, P. 132). For example, an investigation into corporate culture, strategic communication and organizational performance as well as the relationship among these variables demands accessing richer data through unstructured interviews. A simple survey would not help to better explain these important variables. On the other hand, an in-depth data generated through qualitative study alone may not suffice to provide a generalizable report. Therefore, integration of qualitative and quantitative studies leads to richer, comprehensive and holistic understanding of the problem (Ibid) i.e. corporate culture, strategic communication and organizational performance in the context of ENA.

Secondly, mixed-methods research approach provides strengths that offset the weaknesses of both quantitative and qualitative research. For instance, as most scholars argue, a purely qualitative study is deficient because of subjective interpretation made by the researcher and the ensuing bias created by this (Johnson & Onwuegbuzie, 2004). It is therefore difficult to generalize findings to a larger group. It is also criticized for departing from original research objectives and dependence on the experience level of the researcher.

On the other hand, quantitative methods ensure high levels of reliability of gathered data. However, exclusive use of quantitative methods in research has been criticized in that quantitative methods are weak in understanding context; and the voices of participants are not directly heard in the same. Besides, it has a problem of providing information about the context of the situation, inability to control the environment, and pre-determined outcomes. These failures are compensated by the strength of qualitative method i.e. interaction with the research participants during interviews, learning about the context, and uncovering new research themes. Similarly, the weaknesses of qualitative methods can be compensated by clearly stating the research purpose, crosschecking with the results of the quantitative analysis.

Therefore, combining both methods of inquiry in one ensures high reliability of data, better understanding of the contextual aspects of the research, flexibility and openness of the data collection, and a more holistic interpretation of the research problem. This study assumed that qualitative and quantitative studies are not contradictory but rather complementary.

## 3.2. Population and Sampling Techniques

### 3.2.1. Population

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is also defined as the total collection of elements about which a researcher wishes to make some inferences (Cooper, 2006) target population comprised of employees of ENA (at all levels of service). ENA has 352 employees in 9 different departments, i.e. Addis Ababa News Desk, Foreign Languages Desk, Finance Purchasing and Resource Management, Human Resource Management, Media Development and Plan, Public Relations and Public Opinion Research, Region News Desk, Television Program and Production, Website and New Media.

The respondents targeted were from all levels of employment i.e. from low level, middle level staff and top management. The table below presents the number of employees and the percentage of total employment from each department.

**Table1:** Population and its distribution

	<b>Departments</b>	<b>Population</b>	<b>Distribution</b>
1	Finance Purchasing and Resource Management	69	19.6
2	Human Resource Management	16	4.5
3	Addis Ababa News Desk	40	11.4
4	Foreign Languages Desk	16	4.5
5	Regional News Desk	98	27.8
6	Website and New Media	15	4.3
7	Media Development and Plan	22	6.3
8	Television Program and Production	56	15.9
9	Public Relations and Public Opinion Research	20	5.7
	Total	352	100%

*Source: Human Resources Department, ENA (2018)*

### 3.2.2. Sampling Techniques

Researchers have the freedom to use a sample instead of the entire population under the condition that they will be able to use the sample to reach results. A strong consensus exists among researchers regarding the idea that a sample's representativeness improves as its size

gets closer to the population size. Invariably the larger the sample, the higher the chance of the resulting statistics approximating population parameters, all other factors held constant.

In order to collect the desired data using appropriate research technique that guides the researcher was crucial. This study adopted a stratified sampling technique to select the sample size. According to (Cooper, 2006), a stratified sampling technique was used when a study sought to examine a group that was not homogenous. Stratified sampling was preferred because it is vital way of developing stratum for different departments. A representative sample was picked from each of stratified departments of ENA.

There are numerous approaches to determining the sample size. These include using a census for small population, imitating a sample size of similar studies, using published tables, and applying formulas to calculate a sample size. This study was guided by a simplified formula of (Yamane, 1967) in selecting the appropriate sample size for the ENA employees recruited in the study. The formula is  $n = N / 1 + N (e^2)$ .

Where:

$n$  = is the sample size

$N$  = is the population

$1$  = is a constant

$e$  = is the estimated standard error which is 5% for 95% confidence level

Based on this simplified formula:  $n = \frac{352}{1 + 352 (0.05)^2} = 187$

Therefore, questionnaires were distributed to 187 ENA employees. The questionnaires were distributed proportionately to the size of the ENA employee population with respect to their composition. Table 3.2 shows how the sample size will be distributed across the various departments at ENA.

**Table 2:** Sample size distribution

No	Department	Population	Distribution	Sample Size
1	Finance Purchasing and Resource Management	69	53.125%	37
2	Human Resource Management	16	53.125%	8
3	Addis Ababa News Desk	40	53.125%	21
4	Foreign Languages Desk	16	53.125%	8
5	Regional News Desk	98	53.125%	52
6	Website and New Media	15	53.125%	8
7	Media Development and Plan	22	53.125%	12
8	Television Program and Production	56	53.125%	30
9	Public Relations and Public Opinion Research	20	53.125%	11
	Total	352		187

*Department Population Distribution*

### **3.3. Data Collection Instruments**

The study used primary data collection through questionnaires and in-depth interview. Questionnaires were distributed to selected respondents i.e. employees of ENA. The reason is that employees are more likely to give accurate and honest answers since they experience the organizational culture on a daily basis. On the contrary management are part involved in creating the organizational culture and set up these systems so their views might be biased and do not create a true picture of organizational culture that actually exists and strategic communication applied there.

The questionnaires were structured (Lickert scale based) to yield quantitative data. Completed questionnaires were collected after three days of the distribution day. The first section of the questionnaire captured personal data for basic information about employees and their work. The second section related to the organizational culture that exists in ENA, strategic communication and organizational performance.

An in-depth interview was also conducted to collect data from key informants (managers and CEO of ENA). The key informant interview involves selecting and interviewing managers and leaders who are presumed to be knowledgeable on the field under investigation. These people are called key informants because they are assumed to have more knowledge on the subject than

other members of the study population. The interview takes the form of open-ended discussion in which the selected informants are encouraged to air their views on the problem or issue that is under investigation (Cut lip et al, 1994, P.330).

### **3.3.1. Questionnaires**

Questionnaires are commonly used in survey research to gather information from large sample. Since questionnaires can be mass-produced easily and inexpensively and distributed widely in person or through the mail etc. Therefore, they are useful for reaching large sample. Since ENA has more than 35 branches across the country, using questionnaires is suitable technique. The objective of using questionnaire for this study was to explore the corporate culture, strategic communication, organizational performance and the challenges faced in relation with implementation. Close ended lickert scale method questions, were included in the questionnaire.

The organizational culture and performance measures were examined at organizational level by aggregating the results of individuals. Organizational culture is measured using the Culture dimensions as identified by Mercer Human Resource Consulting. The dimensions are achievement, environment, perspective and risk. Furthermore, the organizational culture is measured using eighteen sub dimensions named accountability, rewards, work, work life balance, decision focus, managerial focus, pace, production focus, action, time frame, communication, conflict, decision, status, structure, decisions, innovation and traditions on a five-point Likert scale.

Mercer's Model of Culture, was preferred with the rationale that it is one of the most helpful models to understand organization's current culture. In addition, it is also one of the most extensive quantitative studies on corporate culture and organizational performance.

To investigate the strategic communication aspects Van Ruler's eight points strategic communication frame which is widely used in the field of public relations and strategic communication was preferred. The premise to choose Van Ruler's strategic communication frame was that it gives due attention for mission, vision, values and accountability which are crucial points in organizational development and effectiveness.

The performance measures are measured by the four main principles of performance proposed by Lal et al. (1995), namely the coordination of tasks, job evaluation, reward and planning. The principles consisted of 25 statements. All the variable items were also measured using five-point Likert scale.

### **3.3.2. In-depth Interview**

Interview was also a major tool for this study. It enabled the researcher to question the respondents deeply about the research problem. The personal nature of interview provided researchers with both benefits and potential determinants in conducting survey (Frey et al, 1991). The aim of an in-depth interview is to investigate more deeply into the experiences of individuals. Mostly in-depth interview participants are familiar with the raised issues and tend to be comfortable with qualitative interviews in comparison to other research techniques.

Interview allowed the interviewer to almost have a conversation with the interviewees about something of mutual interest and can be less threatening than other techniques. Even though there are a number of qualitative interview types, in-depth individual interview is a versatile approach applied in this study. In-depth individual interviewees were purposively selected and an interview was conducted with 8 managers and the CEO of ENA.

### **3.4. Procedures**

Once the study tool for collecting data was completed, approval was sought from the study advisor. After the permission was granted, a formal letter was drafted and sent to the director of ENA seeking permission to carry out the study. After the permission was granted, the researcher piloted the study tool with 10 respondents who were not taking part in the actual study. Feedback from the questionnaire pilot was used to simplify the questionnaire language.

The questionnaires were printed and physically handed to the respondents at the head office and through email for those at branches of ENA. Respondents were given three to five days to fill in the questionnaire, after which, the researcher collected the questionnaires. A phone call and Physical contact were made to departmental heads to ask them for assistance in ensuring that respondents from their departments answered the questionnaires in time. This helped to ensure a

higher response rate, and also to ensure that any missing answers were dealt with before the questionnaires were picked up. This also ensured a check on completeness of the tool was done.

### 3.5. Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated results. Reliability in research is influenced by random error. As random error increases, reliability decreases. Random error is the deviation from a true measurement due to factors that have not effectively been addressed by the researcher. Errors may arise from inaccurate coding, ambiguous instructions to the subjects, interviewer and interviewees’ fatigue, interviewer bias etc. (Mugenda and Mugenda, 2003, p. 95).

The reliability of this study was established using a pilot test by collecting data from 10 subjects who were not included in the sample. Data collected from the pilot test was analyzed using SPSS and the reliability coefficient was tested. Cronbach's alpha was used to test the reliability of the scales used in measuring the employees’ understanding on the existing ENA’s corporate culture, strategic communication and organizational performance. It is one of the most widely used tool for measuring internal consistency, that is, how closely related a set of items are as a group.

**Table:3. Reliability Statistics of the scale**

Reliability statistic	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
Corporate culture	.800	.846	33
Strategic Communication	.900	.899	41
Organizational Performance	.900	.905	21
Corporate culture, strategic communication and organizational performance	.931	.941	95

**Source:** Field survey data, (2019)

The above table represents the reliability statistics of Ethiopian News Agency employees’ understanding and practice of corporate culture, strategic communication and organizational performance.

The range of the reliability coefficient (alpha) is from 0 to 1. Based on the rose of thumb, scholars agreed 0.7 and above indicates the study is reliable. Therefore, a Cronbach alpha of .931 indicates a strong level of internal consistency reliability for the scale used in measuring employees' understanding on the existing corporate culture, strategic communication and organizational performance. This means that the scale used measures the same construct. The total number of items is 95 for the scale.

### **3.6. Validity**

Validity is the accuracy and meaningfulness of inferences, which are based on the research results. In other words, validity is the degree to which results obtained from the analysis of data actually represent the phenomenon under the study. Validity, therefore, has to do with how accurately the data obtained in the study represents variables of the study (Mugenda and Mugenda, 2003, P. 99).

To ensure the validity of the research process, face validity was applied. Face validity is the extent to which a test is subjectively viewed as covering it purports to measure. It refers to the transparency or relevance of a test as it appears to test participants.

Three researchers and experts involved in looking at the validity of the items in the questionnaires. Besides, a sample questionnaire was administered to three ENA staff members with a view to find out if the respondents understood the questions and whether the respondents' interpretation of the question coincided with what the researcher intended to measure. The pretest sought to establish if the questions had a logical flow. The pretest also sought to find out if there was difficulty in constructing code categories for the questions.

The researchers, experts and the three ENA staff members agreed that the test was valid measure of the concept which is being measured (corporate culture, strategic communication and organizational performance) just on the face of it.

### **3.7. Data Analysis Techniques**

Before data analysis was conducted, the questionnaires were checked for completeness. Data cleaning and error checking were also conducted, and errors were fixed. The questionnaires were

coded for easy of analysis and counter checking. Since the researcher employed mixed method, the data was analyzed based on appropriate quantitative and qualitative research methodologies. Quantitative data that was gained through questionnaire was analyzed using statistical package for social science (SPSS). The results were presented via descriptive statistics, percentage and frequencies. The analyzed data was presented using tables and graphs.

The qualitative data obtained from interview was analyzed thematically. Thematic analysis (TA) is a form of qualitative analysis that focuses on pin pointing, examining, and recording patterns (themes) with in data. On this basis the researcher described a phenomenon and associated to a specific research question. Thematic analysis was preferred because it allows flexibility and can be used with any theoretical frame work the researcher chooses to answer quite different types of research question.

The researcher used a constructionist way of thematic analysis which focused on looking at how certain reality is created by the data. First the researcher transcribed the interviews and read again and again to be become familiar with its content. Then important features of the data that might be relevant to answering the research question were identified and code. After that, all the codes and relevant data extracts were collated together in order to search for themes.

Next broaden patterns of meaning (potential themes) were identified and checked if they told a convincing story of the data and that they answered the research questions. Having done this detailed analysis of each theme was developed and informative name for each theme was also decided. Finally, the analytic narrative and data extracts were weaved together. The analysis was also contextualized with the existing literature.

Finally, both qualitative and quantitative results were summarized, concluded and recommendations were drawn from the conclusions.

## CHAPTER FOUR

### 4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

In this chapter data presentation, analysis and discussions of findings are elaborated. Firstly, quantitative data was presented and analyzed. Then qualitative data was presented by themes. Finally, discussion of findings from both methods was presented in relation with what literatures say.

#### 4.1.Presentation and Analysis of Quantitative Data

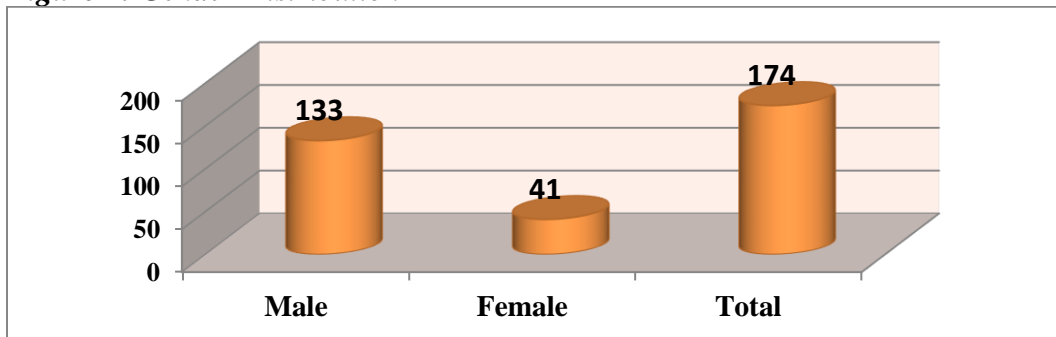
The data was collected quantitatively by self-administered questionnaires and qualitatively through key informant interview schedules. A sample of 187 employees was selected from a population of 352 employees from the head quarter and 35 branches of EN questionnaires were distributed. 176 questionnaires were obtained from the field. This constitutes 94.1% return rate. However, out of the 176 questionnaires, two were spoiled as most of the questions were not answered. The responses from the remaining 174 (93%) questionnaires that were deemed useful had the responses coded and analyzed quantitatively. The results of this study are contained in the findings below.

##### 4.1.1. Demographic Data

###### 4.1.1.1. Gender Distribution

Findings indicated that male respondents constituted 76.44% while female respondents account for 23.56%. The figure below shows the proportions of respondents by gender.

*Figure 2: Gender Distribution*

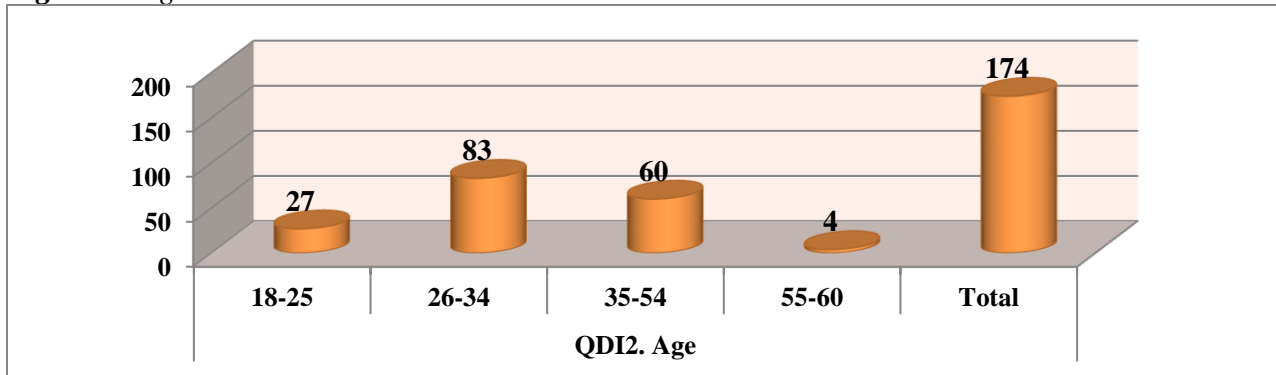


**Source:** Field survey data, (2019)

#### 4.1.1.2. Age Distribution

At least 15.5% of respondents who participated in the study were aged between 18 and 25, 47.7% were aged between 26 and 34 years, while 34.5% were aged between 35 and 54 years. Only 2% of the participants were aged between 55 and 60 years.

**Figure 3: Age Distribution**

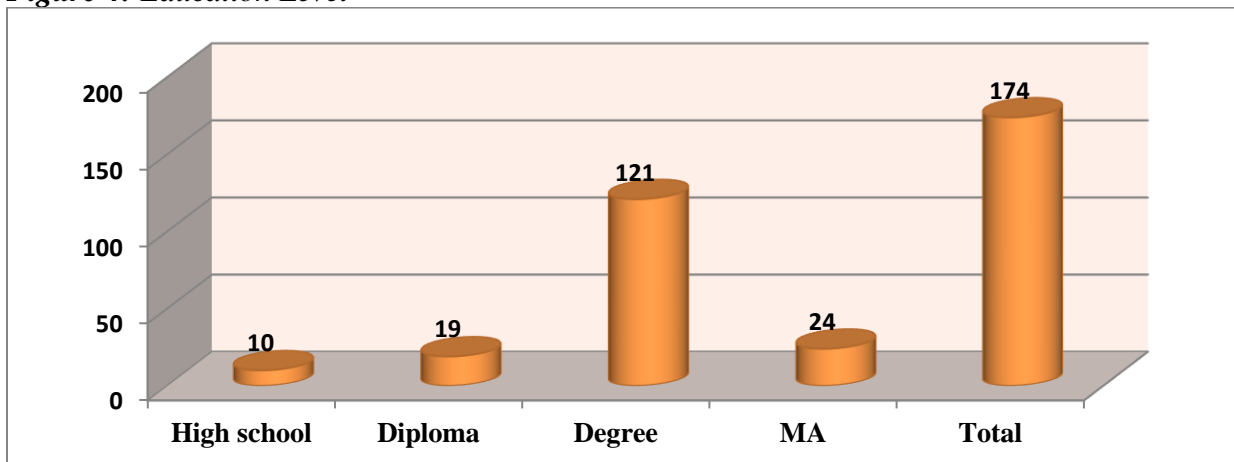


**Source:** Field survey data, (2019)

#### 4.1.1.3. Education Levels of Respondents

The study also sought to determine the level of education of the respondents. 5.7% of respondents were High School complete while 10.9% were Diploma holders. 69.5% were Degree holders. The rest 13.8% have Masters Degrees. The table below indicates distribution of respondents by their educational levels.

**Figure 4: Education Level**

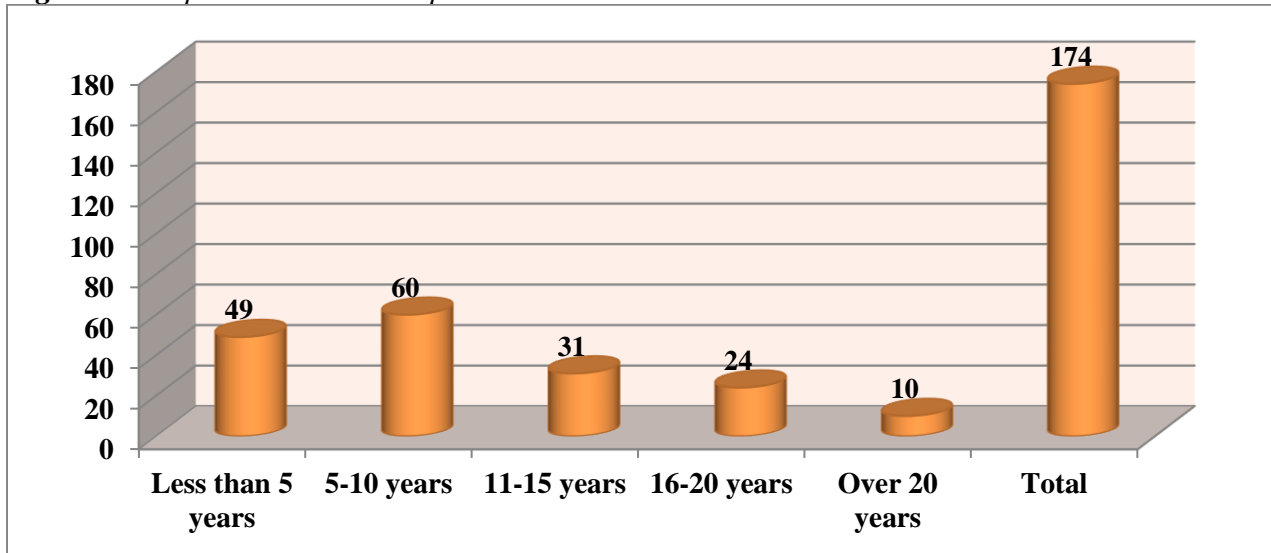


**Source:** Field survey data, (2019)

#### 4.1.1.4. Work Experience

The study also sought to determine the level of education of the respondents. Figure below shows work experience of the respondents.

*Figure 5: Respondents' Work Experience*

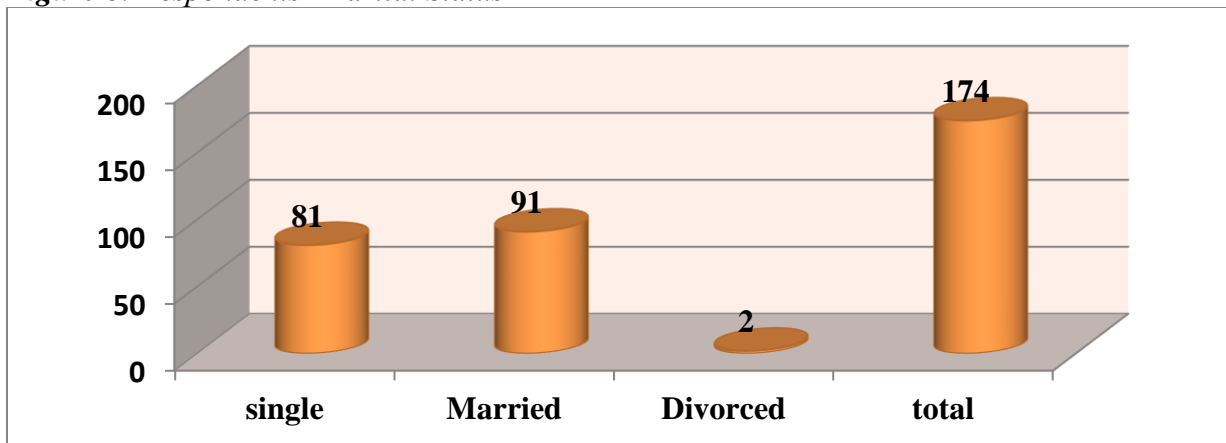


Source: Field survey data, (2019)

#### 4.1.1.5. Respondents' Marital Status

As indicated in the figure below 52.3% of the respondents were married, 46.6% single and 1.1% divorced.

*Figure 6: Respondents' Marital Status*

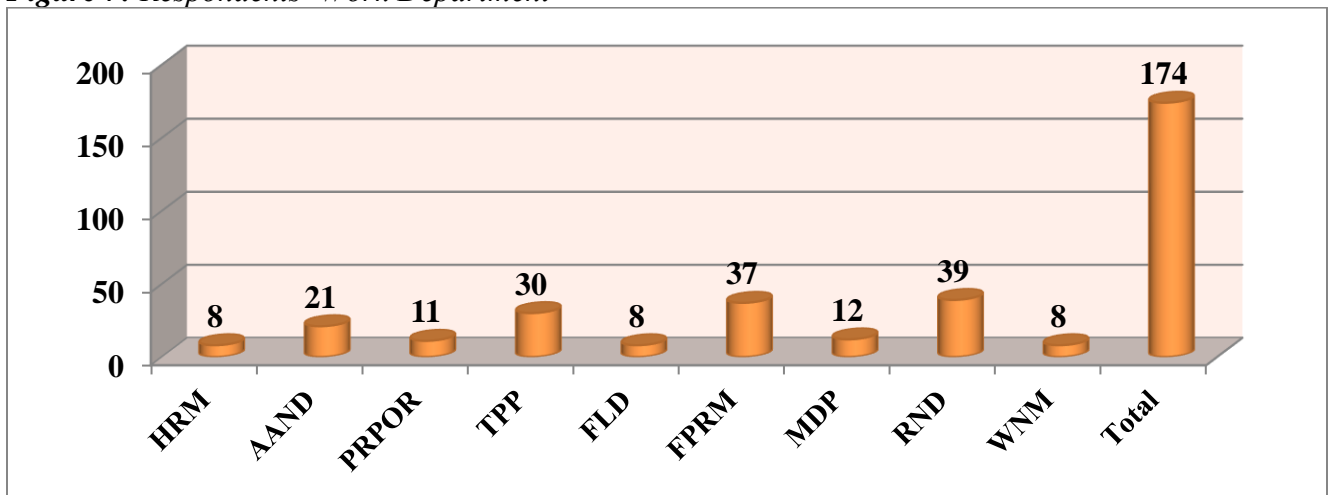


Source: Field survey data, (2019)

#### 4.1.1.6. Respondents' Work Department

The findings showed that (4.6%) of respondents were from Human Resource Management, (12.1%) from Addis Ababa News Desk, (6.3%) from Public Relations and Public Opinion Research, (17.2%) from Television Program and Production, (4.6%) from Foreign Languages Desk (21.3%) from Finance, Purchasing and Resource Management, (6.9%) from Media Development and Plan, (22.4%) from Region News Desk, and (4.6%) from Website and New Media departments.

*Figure 7: Respondents' Work Department*



Source: Field survey data, (2019)

#### 4.1.2. Organizational Culture

Under the variable organizational culture having five dimensions (achievement, environment, perspective, power and risk) and 33 sub dimensions (items) were adopted from mercer model of organizational culture and granted to the respondents and their responses are presented and analyzed as follows.

##### A. Achievement

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q1. Responsibilities are distributed to individuals than groups in ENA	26	14.9%	92	52.9%	24	13.8%	27	15.5%	5	2.9%	174	100%

Q2. Individuals are accountable for successfully completing projects	28	16.1%	64	36.8%	27	15.5%	40	23.0%	15	8.6%	174	100%
Q3. Rewards reinforce individuals than groups' effort	36	20.7%	59	33.9%	29	16.7%	28	16.1%	22	12.6%	174	100%
Q4. Rewards are formal	19	10.9%	25	14.4%	63	36.2%	50	28.7%	17	9.8%	174	100%
Q5. I usually get the cooperation I need in ENA	11	6.3%	43	24.7%	24	13.8%	61	35.1%	35	20.1%	174	100%
Q6. Personal needs are acknowledged in ENA	10	5.7%	29	16.7%	32	18.4%	69	39.7%	34	19.5%	174	100%
Q7. ENA provides specific programs to facilitate my work-life balance	5	2.9%	19	10.9%	20	11.5%	72	41.4%	58	33.3%	174	100%

**Table 4**

**Source:** Field survey data, (2019)

Respondents were asked to indicate whether responsibilities are distributed to individuals than groups in ENA. The findings showed that for 67.8% of respondents pointed responsibilities were distributed to individuals than groups in ENA, 18.4% disagree, while 13.8% remains neutral, as highlighted in the above table. The data also showed in ENA individuals were accountable for successfully completing projects. This is supported by 52.9% agree, 15.5% neutral, 23.0% disagree, while 8.6% strongly disagree. In terms of rewards, 20.7% strongly agree and 33.9% agree that rewards in ENA reinforce individuals than groups' effort. 16.7% respondents were neutral while the rest 16.1% and 12.6% disagree and strongly disagree respectively. 25.3 % of the respondents agree that rewards in ENA are formal. Around 38.5% disagree while the rest 36.2% were neutral.

Respondents were requested to indicate whether they believe that they usually get the cooperation they need in ENA. Only 6.3% of the respondents strongly agree and 24.7% agree. More than half of the respondents believe that they don't usually get the cooperation they need in ENA. The rest 13.8% were neutral. Only 5.7% of respondents strongly agree that personal needs were acknowledged in ENA and 16.7% agree. Nearly 60% disagree and 18.4% respondents remained neutral. Only 13.8% of the respondents agreed with the idea that ENA provides specific programs to facilitate individuals' work-life balance. Nearly 75% respondents disagreed while the rest 11.5% were neutral.

## B. Environment

Items	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q8. Perceptions of decision making and its correctness is based on the decision process than the decision outcome	17	9.8%	45	25.9%	47	27.0%	52	29.9%	13	7.5%	174	100%
Q9. Decision-making attributes voice and participation	6	3.4%	34	19.5%	30	17.2%	71	40.8%	33	19.0%	174	100%
Q10. The management focuses on completing tasks than facilitating relationships	77	44.3%	44	25.3%	28	16.1%	15	8.6%	10	5.7%	174	100%
Q11. The managers focus on the tasks than human resources needed to complete projects	55	31.6%	65	37.4%	12	6.9%	30	17.2%	12	6.9%	174	100%
Q12. The management recognizes relationship building as management technique	8	4.6%	28	16.1%	22	12.6%	67	38.5%	49	28.2%	174	100%
Q13. Enough time is allowed for thoughtful consideration and consensus building	9	5.2%	32	18.4%	21	12.1%	93	53.4%	19	10.9%	174	100%
Q14. Quality is balanced with meeting deadlines and quotas	11	6.3%	26	14.9%	44	25.3%	68	39.1%	25	14.4%	174	100%

**Table 5**

**Source:** Field survey data, (2019)

As indicated in the above table, 9.8% of the respondents strongly agree with the idea that the perception of decision making and its correctness in ENA was based on the decision process than the decision outcome. Besides 25.9% agree, 29.9% disagree, 7.5% strongly disagree, while 27.0% remained neutral. When respondents were asked whether decision-making in ENA attributes voice and participation, 3.4% strongly agree and 19.5% agree. On the contrary 40.8% disagree, while 19% strongly disagree, 17.2 remained neutral.

Among the respondents almost 70% agree that the management of ENA focused on completing tasks than facilitating relationships. 16.1% respondents were neutral while the rest 8.6% and

5.7% disagree and strongly disagree respectively. Almost 70% of the respondents believed that the managers of ENA focuses on the tasks than human resources needed to complete projects. Around 24.1% disagree while the rest 6.9% were neutral. More than 66.7% of the respondents disagrees the idea that management of ENA recognizes relationship building as management technique. 20.7% of the respondents agree while the rest 12.6% were neutral.

Only 5.2% of respondents strongly agree that enough time was allowed for thoughtful consideration and consensus building in ENA and 18.4% agreed. In addition, 64.3% disagree and 12.1% respondents remained neutral. Respondents were asked to indicate if quality is balanced with meeting deadlines and quotas in ENA. In this regard only 6.3% of the respondents strongly agree and 14.9% agree. 53.5% respondents disagree while the rest 25.3% were neutral.

### C. Perspective

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q15. ENA is on its correct path to meet its future demands (goals)	16	9.2%	38	21.8%	42	24.1%	56	32.2%	22	12.6%	174	100%
Q16. Actions are taken in response to existing conditions than anticipation of future challenges	35	20.1%	46	26.4%	54	31.0%	34	19.5%	5	2.9%	174	100%
Q17. Senior management encourages a proactive approach than reactive	11	6.3%	26	14.9%	40	23.0%	57	32.8%	40	23.0%	174	100%
Q18. The organization encourages a long-term perspective	7	4.0%	23	13.2%	45	25.9%	72	41.4%	27	15.5%	174	100%
Q19. Success is measured with short-term results than long-term results	22	12.6%	69	39.7%	44	25.3%	29	16.7%	10	5.7%	174	100%
Q20. Employees are encouraged to plan ahead and set goals for the long term	19	10.9%	35	20.1%	36	20.7%	63	36.2%	21	12.1%	174	100%
Q21. There is disposition to seek faster solutions	22	12.6%	39	22.4%	42	24.1%	68	39.1%	3	1.7%	174	100%

**Table 6**

**Source:** Field survey data, (2019)

For the question that ENA is on its correct path to meet its future demands, the findings showed that 9.2 % strongly agree and 21.8% agree, 32.2% disagree, 12.6% strongly disagree, while 24.1% remained neutral, as highlighted in the above table. Among the respondents 20.1% strongly agree and 26.4% agree that in ENA actions were taken in response to existing conditions than anticipation of future challenges.31.0% remained neutral, 19.5% disagree, while 2.9% strongly disagree. Among the respondents 6.3% strongly agree and 14.9% agree that senior management encouraged a proactive approach than reactive. 23.0% respondents were neutral while the rest 55.8% disagree. In relation with the idea that ENA encourages a long-term perspective,4.0% of the respondents strongly agree and 13.2% agree with the issue. Around 56.9% disagree while the rest 25.9% were neutral.

According to 52.3% of the respondents, success was measured with short-term results than long-term results in ENA. On the contrary, 22.4% said success in ENA was measured with long term results. The rest 25.3% are neutral. According to 31% of the respondents, employees in ENA were encouraged to plan ahead and set goals for the long term, while 48.3% oppose this idea. The remaining 20.7% are neutral. Respondents were also asked to indicate whether they believed that there was disposition to seek faster solutions in their organization. In this regard 45% of the respondents agree while 40.8% disagree, the rest 24.1% respondents were neutral.

#### D. Power

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q22. Information is openly shared in ENA	13	7.5%	24	13.8%	36	20.7%	73	42.0%	28	16.1%	174	100%
Q23. Employees have the opportunity to voice their opinions, ideas, and concerns	13	7.5%	51	29.3%	33	19.0%	45	25.9%	32	18.4%	174	100%
Q24. Differences are resolved through participatory process	6	3.4%	34	19.5%	44	25.3%	63	36.2%	27	15.5%	174	100%
Q25. People feel comfortable to openly express contrary views	10	5.7%	20	11.5%	53	30.5%	61	35.1%	30	17.2%	174	100%
Q26. Employees are empowered to make their own decisions	9	5.2%	25	14.4%	47	27.0%	73	42.0%	20	11.5%	174	100%

Q27. Employees participate in establishing work rules	9	5.2%	36	20.7%	47	27.0%	47	27.0%	35	20.1%	174	100%
Q28. Role, position, and people connections are valued more than the quality of work	31	17.8%	58	33.3%	48	27.6%	28	16.1%	9	5.2%	174	100%

**Table 7**

**Source:** Field survey data, (2019)

Table 7 depicts whether information is openly shared in ENA. Accordingly, 7.5% strongly agree and 13.8% agree that information was openly shared in ENA. On the contrary more than half of the respondents said information was not openly shared, while 20.7% remained neutral. In relation with employees’ opportunity to voice their opinions, ideas, and concerns, 7.5% strongly agree, 29.3% agree, 19.0% remained neutral, while 25.9% disagreed, 18.4% strongly disagreed.

In terms of resolving differences through participatory process, 22.9% believe that in ENA differences were resolved through participatory process. On the other hand, 51.7% disagree while the rest 25.3% respondents were neutral. 5.7% of the respondents strongly agree that people in ENA felt comfortable to openly express contrary views. 11.5% also agreed with the issue. Around 52.3% disagree while the rest 30.5% were neutral.

For the question whether employees in ENA are empowered to make their own decisions, only 5.2% of the respondents strongly agree and 14.4% agree. 53.5% of the respondents opposed this idea whereas 27% remained neutral. Nearly half of the respondents said employees in ENA did not participate in establishing work rules. 25.9% strongly agree and agree that employees in ENA participate in establishing work rules, while the rest 27% are neutral. 17.8% of the respondents strongly agree and 33.3% agree that role, position, and people connections are valued more than the quality of work in ENA. Among the respondents 27.6% remained neutral and the rest 21.3% disagree.

**E. Risk**

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q29. Taking risk is acceptable in ENA when making decisions	13	7.5%	24	13.8%	51	29.3%	60	34.5%	26	14.9%	174	100%

Q30. Those who make unsuccessful risky decisions bear organizational punishment	6	3.4%	27	15.5%	80	46.0%	46	26.4%	15	8.6%	174	100%
Q31. People are encouraged to come up with new ideas and suggestions	16	9.2%	54	31.0%	39	22.4%	53	30.5%	12	6.9%	174	100%
Q32. People are encouraged to go outside formal procedures to achieve goals	5	2.9%	44	25.3%	55	31.6%	52	29.9%	18	10.3%	174	100%
Q33. Old traditions bound the organization than practicing new ways of doing things	37	21.3%	73	42.0%	28	16.1%	24	13.8%	12	6.9%	174	100%

**Table 8**

**Source:** Field survey data, (2019)

As to the question taking risk is acceptable in ENA when making decisions, the findings showed that 7.5% strongly agree and 13.8% agree, 34.5% disagree, 14.9% strongly disagree, while 29.3% remained neutral, as highlighted in the above table. On the other hand, according to 35% of the respondents in ENA those who make unsuccessful risky decisions did not bear organizational punishment. 46.0% of the respondents were neutral while 18.9% respondents believed that those who made unsuccessful risky decisions bear organizational punishment.

In terms of people's encouragement to come up with new ideas and suggestions 40.2% agree, 22.4% respondents were neutral while the rest 37.4% disagree. 2.9% of the respondents strongly agree and 25.3% agree that people in ENA are encouraged to go outside formal procedures to achieve organizational goals. However, 40.2% disagree while the remaining 31.6% were neutral. On the other hand, 63.3% of the respondents agreed that old traditions bound ENA than practicing new ways of doing things. 20.7% of the respondents disagreed and the rest 16.1% were neutral.

#### **4.1.3. Strategic Communication**

Under the variable strategic communication, seven dimensions (Ambition, Vision, Internal situation, External situation, Accountability, Stake Holders, and Resources) and 41 sub dimensions (items) were granted to the respondents and their responses are presented and analyzed as follows.

## A. Ambition

Ambition	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q34. There is a common point that inspires ENA, its management and the staff	14	8.0%	35	20.1%	32	18.4%	73	42.0%	20	11.5%	174	100%
Q35. The key values of ENA are well known by the staff	10	5.7%	36	20.7%	42	24.1%	67	38.5%	19	10.9%	174	100%
Q36. Leaders of ENA set goals that are ambitious, but realistic.	15	8.6%	30	17.2%	53	30.5%	58	33.3%	18	10.3%	174	100%
Q37. The management and employees are keen to achieve organizational goals	8	4.6%	25	14.4%	52	29.9%	67	38.5%	22	12.6%	174	100%
Q38. There is clear mission the management & the employees, want to achieve	9	5.2%	35	20.1%	42	24.1%	73	42.0%	15	8.6%	174	100%
Q39. Stakeholders are attracted by ENA's strategic communication	10	5.7%	21	12.1%	52	29.9%	71	40.8%	20	11.5%	174	100%
Q40. ENA thinks in challenges and opportunities than limitations	8	4.6%	42	24.1%	48	27.6%	60	34.5%	16	9.2%	174	100%

**Table 9**

**Source:** Field survey data, (2019)

As the data in the table 9, 53.5% of the respondents believe that there was no common point that inspired ENA's management and the staff. In this regard, 18.4% remained neutral and the rest 28.1% stands for the idea that there was a common point that inspired ENA's management and the staff. The findings also showed that 5.7% strongly agree and 20.7% agree that the key values of ENA were well known by the staff. On the contrary, nearly half of the respondents disagree, while 24.1% remained neutral. For 25.8% of the respondent leaders of ENA set goals which were ambitious, but realistic. On the contrary, 43.6% said leaders in ENA did not set ambiguous and realistic goals. The remaining 30.5% stayed neutral.

According to 19% of respondents the management and employees in ENA were keen to achieve organizational goals. On the other hand, 51.1% disagree and the rest 29.9% respondents were neutral. In terms of having clear mission that the management & the employees want to achieve,

5.2% of the respondents strongly agree and 20.1% agree. Around 50.6% disagree while the rest 24.1% were neutral.

According to 52.3% of the respondents, stakeholders of ENA were not attracted by its strategic communication. 29.9% remained neutral and 17.8% of respondents said stakeholders of ENA were attracted by its strategic communication. For 43.7% of the respondents, ENA did not think in challenges and opportunities than limitations. On the contrary, for 28.7% of the respondents ENA thought in challenges and opportunities than limitations, the remaining 27.6% remained neutral.

## B. Vision

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q41. There is shared vision that is well known by the staff	10	5.7%	39	22.4%	47	27.0%	56	32.2%	22	12.6%	174	100%
Q42. The strategic direction of ENA is clear	10	5.7%	50	28.7%	30	17.2%	63	36.2%	21	12.1%	174	100%
Q43. The organization's vision creates excitement and motivation for me	17	9.8%	27	15.5%	51	29.3%	50	28.7%	29	16.7%	174	100%
Q44. The power of communication in ENA builds reputation	7	4.0%	16	9.2%	52	29.9%	70	40.2%	29	16.7%	174	100%
Q45. The PR department builds bridge between people inside and outside ENA	8	4.6%	17	9.8%	51	29.3%	62	35.6%	36	20.7%	174	100%
Q46. The strategic communication adds value to the position of ENA in the society	5	2.9%	29	16.7%	55	31.6%	59	33.9%	26	14.9%	174	100%
Q47. Transparency gets due attention in the organization's Communication	7	4.0%	30	17.2%	51	29.3%	57	32.8%	29	16.7%	174	100%

**Table 10**

**Source:** Field survey data, (2019)

As stated in the above table respondents were asked to indicate whether there is shared vision that is well known by the staff of ENA. The findings showed that 5.7% strongly agree and 22.4%

agree. On the contrary 44.8% of the respondents disagree, while 20.7% remained neutral. In relation with clarity of the strategic direction of ENA, 5.7% strongly agree, 28.7% agree, 12.1% remained neutral, 36.2% disagreed, while 17.2% strongly disagreed. For 25.3 % of the respondents the organization’s vision creates excitement and motivation. On the other hand, 45.4% disagree and 29.3% were neutral. Only 13.2% believe that the power of communication in ENA builds reputation. Nevertheless, 56.9% disagree while the rest 29.9% were neutral.

To check whether the PR department builds bridge between people inside and outside ENA, only 4.6% of the respondents strongly agree and 9.8% agree. 56.3% of the respondents opposed this idea whereas 29.3 remained neutral. Nearly half of the respondents said the strategic communication did not add value to the position of ENA in the society. In addition, 31.6% were neutral and 19.6% of the respondents said the strategic communication adds value to the position of ENA in the society. For 21.2 % of respondents, transparency got due attention in the organization’s Communication. Among the respondents 29.3% remained neutral and the rest 49.5% disagrees.

### C. Internal Situation

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q48. The management makes strategic decisions regarding internal situations	10	5.7%	33	19.0%	43	24.7%	73	42.0%	15	8.6%	174	100%
Q49. ENA has well established and written home style	7	4.0%	27	15.5%	56	32.2%	56	32.2%	28	16.1%	174	100%
Q50. There is effective communication between management and employees	7	4.0%	19	10.9%	27	15.5%	87	50.0%	34	19.5%	174	100%
Q51. The internal communication is interactive enough	4	2.3%	21	12.1%	36	20.7%	92	52.9%	21	12.1%	174	100%
Q52. Effective communication channels that enhance performance are emphasized at ENA	8	4.6%	12	6.9%	70	40.2%	56	32.2%	28	16.1%	174	100%

Q53. Horizontal and Vertical internal relationship in ENA is smooth	7	4.0%	22	12.6%	43	24.7%	67	38.5%	35	20.1%	174	100%
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**Table 11**

**Source:** Field survey data, (2019)

Table 11 depicts that 24.7% of respondents agree that the management of ENA made strategic decisions regarding internal situations. On the contrary 50.6% disagree while 24.7% remained neutral. Respondents were also asked to indicate whether ENA has well established and written home style. Only 4% of the respondents strongly agree and 15.5% agree. 48.3% of the respondents opposed this idea whereas 32.2% remained neutral. Nearly 15% of the respondents said in ENA there was effective communication between management and employees. Nevertheless, 69.5% disagree, while the rest 15.5% were neutral.

In relation with whether the internal communication is interactive enough, 2.3% of the respondents strongly agree and 12.1% agree. On the other hand, 65% disagree while the remaining 20.7% remained neutral. Respondents were also asked to indicate whether effective communication channels that enhance performance are emphasized at ENA. The findings showed that only 4.6% strongly agree and 6.9% agree. On the contrary nearly half of the respondents disagree, while 40.2% remained neutral. In relation with smoothness of horizontal and vertical internal relationship in ENA, 4% strongly agree, 12.6% agree, 24.7% remained neutral, 38.5% disagree, while 20.1% strongly disagree.

#### **D. External situation**

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q54. ENA identifies trends, developments, issues in the society that can have impact on it	11	6.3%	32	18.4%	54	31.0%	55	31.6%	22	12.6%	174	100%
Q55. Issues which are relevant from client and stakeholder's perspective are identified	10	5.7%	30	17.2%	49	28.2%	75	43.1%	10	5.7%	174	100%

Q56. Trends which are relevant from media and social media perspective are identified	6	3.4%	44	25.3%	46	26.4%	60	34.5%	18	10.3%	174	100%
Q57. ENA recognizes the difference between a topic, an issue and a hot issue	11	6.3%	33	19.0%	49	28.2%	62	35.6%	19	10.9%	174	100%
Q58. The strategic communication focuses beyond maintaining a good image of ENA	8	4.6%	20	11.5%	75	43.1%	50	28.7%	21	12.1%	174	100%

**Table 12**

**Source:** Field survey data, (2019)

Respondents were asked whether trends, developments and issues in the society that can have impact on ENA are identified. 6.3% and 18.4% of respondents strongly agree and agree. On the other hand, 31.6% and 12.6% disagree and strongly disagree respectively while the rest 31% respondents were neutral. For 22.9% of the respondents in ENA issues which were relevant from client and stakeholders' perspective were identified. 48.8% disagree while the rest 28.2% were neutral. In relation with whether trends which are relevant from media and social media perspective are identified, 3.4% strongly agree and 25.3% agree. 44.8% disagree with the idea raised while the rest 26.4% are neutral.

The question asked to check whether ENA recognizes the difference between a topic, an issue and a hot issue, only 6.3% of the respondents strongly agree and 19% agree. 46.5% of the respondents opposed this idea whereas 28% remained neutral. Only 16.1% of the respondents said the strategic communication of ENA focused beyond maintaining a good image. On the contrary, 40.8% disagreed while the rest 43.1% were neutral.

### **E. Accountability**

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q59. ENA 'promises' to its stakeholders to be committed than loyalty	10	5.7%	33	19.0%	89	51.1%	31	17.8%	11	6.3%	174	100%
Q60. ENA is responsible in regard to transparent and trustworthy Communication	8	4.6%	54	31.0%	55	31.6%	49	28.2%	8	4.6%	174	100%

Q61. ENA has well defined Corporate Social Responsibility policy	11	6.3%	33	19.0%	74	42.5%	37	21.3%	19	10.9%	174	100%
Q62. ENA reports about its results and its performances	8	4.6%	63	36.2%	57	32.8%	29	16.7%	17	9.8%	174	100%
Q63. ENA reports about decision making, internally as well as externally	11	6.3%	51	29.3%	61	35.1%	41	23.6%	10	5.7%	174	100%
Q64. The PR department is responsible for organizational performance	9	5.2%	28	16.1%	58	33.3%	53	30.5%	26	14.9%	174	100%

**Table 13**

**Source:** Field survey data, (2019)

As stated in the above table respondents were asked to indicate whether ENA ‘promises’ to its stakeholders to be committed than loyalty. The findings showed that 5.7% strongly agree and 19% agree. On the contrary 51.1% of the respondents had no idea (neutral) about ENA’s promise to its stake holders, while 24.1% opposed the raised idea. In relation with the idea that ENA is responsible in regard to transparent and trustworthy Communication, 4.6% strongly agree, 31% agree, 31.6% remained neutral, 28.2% disagreed, while 4.6% strongly disagreed.

Respondents were also asked to indicate if ENA has well defined Corporate Social Responsibility policy. Only 6.3% of the respondents strongly agree and 19% agree. 32.2% of the respondents opposed this idea whereas 42.2% remained neutral. Nearly 33% of the respondents said they had no idea if ENA reports about its results and its performances. 40.8% agree ENA reports its results and performance, while the rest 26.5% disagree. 5.2% of the respondents strongly agree and 16.1% agree that the PR department of ENA was responsible for organizational performance. Among the respondents 33.3% remained neutral and the rest 45.4% disagree.

## F. Stake Holders

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q65. Stake holders are experiencing most profit of ENA	9	5.2%	20	11.5%	88	50.6%	35	20.1%	22	12.6%	174	100%
Q66. ENA identifies its stakeholders’ interest and working on that	8	4.6%	32	18.4%	63	36.2%	58	33.3%	13	7.5%	174	100%

Q67. ENA cooperates with its enablers, partners, and all stakeholders to realize its mission	6	3.4%	36	20.7%	68	39.1%	49	28.2%	15	8.6%	174	100%
Q68. The PR is effective in Creating win-win situations, and long-term perspectives	7	4.0%	30	17.2%	67	38.5%	51	29.3%	19	10.9%	174	100%
Q69. Strategic Communication contributes to creating awareness of common interests	10	5.7%	36	20.7%	49	28.2%	63	36.2%	16	9.2%	174	100%
Q70. The CEO is ambassador for the PR department and its work	7	4.0%	24	13.8%	79	45.4%	48	27.6%	16	9.2%	174	100%

**Table 14**

**Source:** Field survey data, (2019)

As stated above 16.7% of the respondents replied that stake holders were experiencing most profit of ENA. 50.6% didn't have any idea while the remaining 32.7% disagree. 23% of the respondents believed that ENA identifies its stakeholders' interest and working on that. On the other hand, 40.8% disagree while the rest 36.2% respondents were neutral. For 24.1% of the respondents ENA cooperates with its enablers, partners, and all stakeholders to realize its mission. 36.8% disagree while the rest 39.1% were neutral.

As response to question rose to know whether the PR was effective in Creating win-win situations, and long-term perspectives, only 4% of the respondents strongly agree and 17.2% agree. 40.2% of the respondents opposed this idea whereas 38.5% remained neutral. 45.4% of the respondents opposed ENA's Strategic Communication contributes to creating awareness of common interests. 26.4% strongly agree and 28.2% are neutral. 4% of the respondents strongly agree and 13.8% agree that the CEO was ambassador for the PR department and its work. Among the respondents 45.4% remained neutral and the rest 36.8% disagree.

## G. Resources

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q71. There are clear competences that realize ENA's ambitions	6	3.4%	33	19.0%	49	28.2%	69	39.7%	17	9.8%	174	100%

Q72. There is enough and fair budget allocation among departments	7	4.0%	22	12.6%	75	43.1%	62	35.6%	8	4.6%	174	100%
Q73. PR practitioners see themselves as professionals	16	9.2%	21	12.1%	81	46.6%	43	24.7%	13	7.5%	174	100%
Q74. PR practitioners of ENA have knowledge, skills and attitude the professional needs	8	4.6%	17	9.8%	76	43.7%	56	32.2%	17	9.8%	174	100%

**Table 15**

**Source:** Field survey data, (2019)

As indicated in the above table nearly half of the respondents said ENA had not clear competences that realize its ambitions.28.2% remained neutral and the rest 22.4% of the respondents believed that there were clear competences that realize ENA’s ambitions.43.1% of respondents did not know whether enough and fair budget was allocated among departments. On the other hand, 40.2% said there was not enough and fair budget allocation among departments.

Respondents were also asked if PR practitioners in ENA see themselves as professionals. In this regard, 46.6% of the respondents replied that they had no idea. 21.3% said PR practitioners saw themselves as professionals and the rest 32.2% said no. for 42% of respondents, PR practitioners of ENA hadn’t knowledge, skills and attitude the professional needs. 14.4% stands against this idea while the rest 43.7% remained neutral.

#### **4.1.4. Organizational Performance**

In the case of the variable organizational performance, four dimensions (coordination of tasks, job evaluation, reward and planning) and 41 sub dimensions (items) were granted to the respondents and their responses are presented and analyzed as follows.

##### **A. Coordination of Tasks**

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q75. In ENA coordination of tasks reduces complexity in the process of organizational communication.	6	3.4%	35	20.1%	62	35.6%	62	35.6%	9	5.2%	174	100%

Q76. Top management is responsible for coordinating the tasks to subordinates	12	6.9%	34	19.5%	55	31.6%	47	27.0%	26	14.9%	174	100%
Q77. The tasks in ENA are aligned with corporate objectives, vision and mission	8	4.6%	46	26.4%	47	27.0%	56	32.2%	17	9.8%	174	100%
Q78. Coordination tasks of governance encourages systematic work in ENA	6	3.4%	29	16.7%	58	33.3%	62	35.6%	19	10.9%	174	100%
Q79. Coordination of tasks creates awareness and enhances the skills of employees.	10	5.7%	32	18.4%	39	22.4%	78	44.8%	15	8.6%	174	100%

**Table 16**

**Source:** Field survey data, (2019)

Table 16 displays if the coordination of tasks reduced complexity in the process of organizational communication in ENA. Only 3.4% of the respondents strongly agree and 20.1% agree. 40.8% of the respondents opposed this idea whereas 35.6% remained neutral. Nearly 42% of the respondents said top management was not responsible for coordinating the tasks to subordinates. 31.6% remained neutral and the rest 26.4 said top management was responsible for coordinating the tasks to subordinates.

In terms of aligning tasks with corporate objectives, vision and mission, 42% of respondents believe tasks in ENA were not aligned with corporate objectives, vision and mission. On the other hand, 31% said tasks in ENA were aligned with corporate objectives, vision and mission, while the rest 27% respondents were neutral. Only 5.7% of the respondents strongly agree that coordination of tasks created awareness and enhances the skills of employees and 18.4% also agree with the issue. 53.4% disagree while the rest 22.4% were neutral.

## **B. Job Evaluation**

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q80. Works in ENA are evaluated to improve staff motivation.	9	5.2%	22	12.6%	42	24.1%	62	35.6%	39	22.4%	174	100%
Q81. Appraisals provide good value to the organization	9	5.2%	42	24.1%	42	24.1%	57	32.8%	24	13.8%	174	100%

Q82. Employees in ENA are allowed to speak during the evaluation of the work carried out.	10	5.7%	55	31.6%	44	25.3%	55	31.6%	10	5.7%	174	100%
Q83. ENA views all round performance as a sign of for its future growth.	10	5.7%	34	19.5%	40	23.0%	71	40.8%	19	10.9%	174	100%
Q84. I am satisfied with the performance management practice in ENA	8	4.6%	21	12.1%	44	25.3%	64	36.8%	37	21.3%	174	100%
Q85. ENA has strict code of conduct for enhancing performance	8	4.6%	20	11.5%	49	28.2%	70	40.2%	27	15.5%	174	100%

**Table 17**

**Source:** Field survey data, (2019)

According to table 17, the question asked to indicate whether works in ENA are evaluated to improve staff motivation the findings showed that 5.2% strongly agree and 12.6% agree that works in ENA were evaluated to improve staff motivation. On the contrary, 58% of the respondents disagree, while 24.1% remained neutral. For 29.3% of respondents, appraisals provide good value to the organization. On the contrary, 46.6% said no and 24.1% remained neutral. 37.3% of the respondents agree employees in ENA are allowed to speak during the evaluation of the work carried out. The same numbers of respondents disagree and the rest 25.3% remained neutral.

More than half of the respondents said ENA did not view all round performance as a sign of for its future growth. 25.2% said ENA view all round performance as a sign of for its future growth. The rest 23% were neutral. According to the data shown in the above table 58.1% of respondents were not satisfied with the performance management practice in ENA. 16.7% satisfied while 25.3% of the respondents stand neutral. Only 16.1% of respondents pointed ENA had strict code of conduct for enhancing performance. 28.2% remained neutral. The remaining 55.7% of respondents' words indicated that ENA had not strict code of conduct for enhancing performance.

### C. Reward

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q86. There is a system of rewards to employees who are high achievers	15	8.6%	41	23.6%	44	25.3%	51	29.3%	23	13.2%	174	100%
Q87. The reward system is the motivation that led to changes in organizational development	8	4.6%	21	12.1%	42	24.1%	74	42.5%	29	16.7%	174	100%
Q88. I am convinced that the benefits offered to employees is work performance based	10	5.7%	30	17.2%	35	20.1%	63	36.2%	36	20.7%	174	100%
Q89. Rewards given to me is based on the feedback provided by the customer	9	5.2%	14	8.0%	48	27.6%	71	40.8%	32	18.4%	174	100%
Q90. Employees have a feeling that they are motivated	11	6.3%	18	10.3%	38	21.8%	64	36.8%	43	24.7%	174	100%

**Table 18**

**Source:** Field survey data, (2019)

As it is depicted in table 18, 16.1% of respondents pointed there was a system of rewards to employees who are high achievers. On the contrary, 55.7% said there was not a system of rewards to employees who are high achievers. The rest 28.2% stayed neutral. The findings also showed that the reward system was not the motivation that led to changes in organizational development. 59.2% of respondents were witness for this.

The data showed that 56.9% of respondents were not convinced that the benefits offered to employees were work performance based. Only 22.9% were convinced, while the remaining 20.1% of respondents stand neutral. Among the respondents 59.2% believe that in ENA rewards were not given based on the feedback provided by the customer. 27.6% remained neutral and the rest 13.2% said rewards given to them were based on the feedback provided by the customer. According to the responses, 64.5% of employees were not motivated. Only 16.6% were motivated. The rest 21.8% remained neutral.

## D. planning

	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Q91. The strategic communication plan of ENA helps the leaders to think more critically and flexibly	7	4.0%	28	16.1%	61	35.1%	49	28.2%	29	16.7%	174	100%
Q92. I understand and appreciate each plan produced by ENA	10	5.7%	31	17.8%	51	29.3%	62	35.6%	20	11.5%	174	100%
Q93. Efficacy is based on the objectives and goals that result in organizational planning	5	2.9%	30	17.2%	68	39.1%	57	32.8%	14	8.0%	174	100%
Q94. Planning in ENA is a process that has been defined and outlined	16	9.2%	42	24.1%	62	35.6%	46	26.4%	8	4.6%	174	100%
Q95. Planning in ENA is participatory	11	6.3%	44	25.3%	42	24.1%	50	28.7%	27	15.5%	174	100%

**Table 19**

**Source:** Field survey data, (2019)

As stated in the above table, as respondents were asked to indicate whether the strategic communication plan of ENA helps the leaders to think more critically and flexibly, the findings showed that 4% strongly agree and 16.1% agree. On the contrary 44.9% of the respondents disagree, while 35.1% remained neutral. In relation with understanding and appreciating each plan produced by ENA, 29.3% of respondents neither agree nor disagree. According to 23.5% of respondents, they understand and appreciate each plan produced by ENA, the rest 47.1% stood on the contrary.

For 20.1% of respondents, efficacy is based on the objectives and goals that result in organizational planning. 40.8% disagree and 39.1% stayed neutral. Respondents were also asked if planning in ENA is a process that has been defined and outlined. In this regard 9.2% of the respondents strongly agree and 24.1% agree. Around 31% disagree while the rest 35.6% were neutral. For 44.2% of respondents planning in ENA was not participatory. 31.6% said it was participatory and the rest 15.5 remained neutral.

#### 4.1.5. Reliability Analysis

Reliability statistic	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
Corporate culture	.909	.912	33
Strategic Communication	.967	.967	41
Organizational Performance	.954	.954	21
Corporate culture, strategic communication and organizational performance	.979	.980	95

**Table 20:** Reliability Analysis

**Source:** Field survey data, (2019)

Table 20 displays the reliability statistics of Ethiopian News Agency employees' understanding and practice of corporate culture, strategic communication and organizational performance. Cronbach's alpha was used to test the reliability of the scales used in measuring how employees' understanding on the existing Ethiopian News Agency corporate culture, strategic communication and organizational performance. It is one of the most widely used tools for measuring internal consistency, that is, how closely related a set of items are as a group. A Cronbach alpha of .979 indicates a strong level of internal consistency reliability for the scale used in measuring employees' understanding on the existing corporate culture, strategic communication and organizational performance. Meaning the scale used measures the same construct. The total number of items is 95 for the scale.

#### 4.1.6. Correlation Analysis

After proving that the scales are reliable and sufficient to measure our data, we may search for the correlation analysis. The correlation analysis shows the results about the variables whether they tend to vary together or not. A correlation analysis was conducted to establish whether there was any relationship between the study variables.

**Table 21:** Correlations Analysis

		Corporate Culture	Strategic Communication	Organizational Performance
<b>Corporate Culture</b>	Pearson Correlation	1	.652**	.664**
	Sig. (2-tailed)		.000	.000
	N	174	174	174
<b>Strategic Communication</b>	Pearson Correlation	.652**	1	.654**
	Sig. (2-tailed)	.000		.000

	N	174	174	174
<b>Organizational Performance</b>	Pearson Correlation	.664**	.654**	1
	Sig. (2-tailed)	.000	.000	
	N	174	174	174
<b>**.</b> Correlation is significant at the 0.01 level (2-tailed).				

**Source:** Field survey data, (2019)

Based on the output of SPSS indicated on table 21 above, as Pearson correlation, we do not take the first column as it shows the correlation of the variable with itself, which was 1, that was a perfect positive correlation. In the next column, we can see the association between the two variables. For example, the relationship between corporate culture and strategic communication shows .652 which means the two variables had positive relationship. Similarly, strategic communication and organizational performance had positive relationship of .654. The relationship between corporate culture and organizational performance also indicated .664.

However, the association was not very strong, but it showed that there was a positive association between Organizational Culture, strategic communication and organizational performance. The significance level or p-value is shown as .000, which is very low value that indicated a low probability of relationship between variables. The two asterisks reflect any coefficient that is significant at the .01 level.

This finding was also supported by the research conducted in Kenya by (Joyce Maina, 2016) and Pakistan, (Ehtesham et. al, 2011); although facilitator guide used and questionnaires prepared to explore the relationship between the components/variables were not the same.

#### **4.2. Presentation and Analysis of Qualitative Data**

The central research questions answered through ten open-ended interview guidelines used to collect the data from the study participants. The interview questions aligned with the central research questions and the conceptual frameworks of the study: The Mercer organizational culture model, Van Ruler strategic communication frame and Lal et al performance measurement model.

After data collection and analysis had been completed, more than 20 themes emerged, that the researcher grouped into five main themes. The five main themes included (a) well-defined

mission, vision and values, (b) employee focused leadership and decision making, (c) internal and external situation and communication, (d) planning, achievement, performance evaluation and reward and (e) relationship among corporate culture, strategic communication and organizational performance. These themes appeared relevant and supported by the body of literature.

### **Theme 1: Well-Defined Mission, Vision and Core Values**

Well-defined mission, vision and values theme directly relates to the Mercer organizational culture model and Van Ruler strategic communication frame, which were the conceptual framework of the study. The participants of the interview were unable to clearly identify the mission, vision and values of ENA. However, they believed the vision, mission and values serve as a key strategy to create an effective organizational culture in ENA and to enhance organizational performance. Only M001 and M002 explained the importance of mission, vision and core values for the success of ENA and listed key values as follows: Truth, Accuracy, credibility, timeliness, objectivity, fairness, balance, clarity, accountability, serving the public, respect, integrity, organizational learning and team work.

The interview participants noted how ENA shared its mission and vision statements with employees and other stakeholders. For example, M002 stated that the CEO clearly established the mission, vision, and core values and published them on the wall and through different organizational documents like strategic plan, annual plan, and organizational regulations. Similarly, M006 stated that ENA's mission, vision, and values were posted in the general manager's as well as department heads' office.

The study participants also reflected ENA's mission, vision and values statements clearly showed the company's strategic direction. The study participants pointed out how the ENA strategic plan and budget aligned with its mission and vision statements. For example, M001 noted that ENA's budget and plan aligned with its long- and short-term goals. G003 similarly mentioned ENA's multiyear strategies and how the leadership prioritized them to achieve each directorate's goal in the organization.

The interviewees said that the content of the mission was crucial to establish an effective organizational culture in ENA. However, the study participants indicated that ENA's mission, vision and values statements did not properly served as the foundation for the creation of effective organizational culture and effectiveness in the organization. M003, M001 and M006 for instance pointed although the vision, mission and core values of ENA were very attractive, they were not well shared. As a result of this, they were not served as being the foundation of effectiveness.

According to the study participants, the mission, vision and values of ENA were not explicitly shared with employees, customers, and other stakeholders; even though some trials like facilitating open communication with employees, customers, suppliers, shareholders, and the community would be there. For example, M004 stated that each directorate/ department of ENA shared the same mission and vision statements, which were important for ENA managers/ directors to understand each other and to achieve common goals. Nevertheless, the vision, mission and value statements were not shared among the employees who were the corner stone of ENA.

The participants of the study pointed out that the leadership style varied from directorate to directorate; even though, similar mission, vision and value statements, policies, and directives were there to achieve similar organizational goals. For instance, interviewee M009 noted that there was no similar organizational culture throughout the nine directorates/ departments. M005 provided the same input and added dedication and devotion to excellence and perfection is not enough.

Many of the interviewees stated that the communication channels the way they practiced were not on their correct path to enhance organizational performance and add value to the position of ENA in the society. M001 reflected that the power of communication in ENA did not build reputation. The basic reason for this was the PR department was not built as it was to be a bridge between people inside and outside ENA. M003 strengthened this idea by emphasizing that the focus of the PR department was bringing market, conducting public opinion research for organizations and monitoring and evaluating local and international media.

## **Theme 2: Employee focused leadership and Decision Making**

Employee-focused leadership and decision-making theme was also directly relating to one of the conceptual frameworks of the study i.e. the Mercer organizational culture model. Employee-focused leadership reflected the employees' involvement and autonomy in the decision-making process. In an effective organizational culture, managers promote teamwork and empowerment, which are important to accomplish the company goals. It is fact that aligned and engaged employees are essential to establishing an effective organizational culture and to improving performance in the organization.

In this regard the study participants identified employee-focused leadership as a key strategy to create an effective corporate culture and to improve organizational performance. However, the study participants indicated that even though the CEO encouraged teamwork and employee involvement in the decision-making process, the department heads/ directors and team leaders did not practically encourage employees at different levels. For example, M009 noted that the management didn't facilitate opportunities at the expected level to increase team work and employees' participation in decision-making.

Similarly, M008 supported that the work done by managers to provide various opportunities for employees to work closely with their managers and to increase their involvement in the decision-making process was limited. On the contrary, M001 stated the leadership style applied in ENA was somehow smooth and focused on providing various opportunities like weekly editorial meetings where ideas freely shared and creating an environment where employees can access the CEO and senior managers at any time.

Employee-focused leadership empowered employees to make their own decisions. In this regard M003 reflected that decision making in ENA attributed voice and participation of employees. M004 also noted that people in ENA are positively encouraged to come up with new ideas, suggestions and decisions but many of them were not active to go outside formal procedures to achieve organizational goals.

Employee-focused leadership focuses on facilitating relationships among employees to improve organizational performance. M004 noted that ENA did a lot to create positive relationship

among employees, for instance consensus building on different issues given due attention. M001 also indicated that the management recognizes relationship building as a management technique/tool. Employee-focused leadership focused on skilled human resources needed to complete projects. In this regard, M007 explained ENA provided trainings, conferences, seminars, and workshops to employees because the leadership believed that education and training were essential to the improvement of organizational performance.

Employee focused leadership created opportunities to employees to voice their opinions, ideas and concerns. For example, M007 stated that the management believed that employees are the most valuable resources and ENA's lies in the employees; therefore, in any time and situation they are allowed to voice their opinions and concerns.

### **Theme 3: Internal and External Situation and Communication**

Effective communication based internal and external situations directly relate to Mercer's organizational culture model, Van Ruler strategic communication frame and Lal et al organizational performance models which were the conceptual framework of the study. The interviewees clearly identified internal and external situations as well as effective communication as a key strategy to create an effective organizational culture in ENA and to enhance organizational performance.

According to the study interviewees, the management of ENA made strategic decisions regarding internal and external situations. For example, M001 stated that ENA clearly identified trends, developments and issues in the society that can have impact on the organization through SWOT analysis. M002 added issues which were relevant from internal and external stake holders' perspective were also identified. Despite the fact that ENA identifies stake holders' interest, it was not working strongly on it. M003 for instance indicated although stake holders need quality service, ENA lacked urgency and quality in its works especially in relation with news production. M002, M004, M007 and M008 also raised similar idea; they indicated ENA was unable to coordinate urgency with quality.

#### **Theme 4: Planning, Achievement, Performance Evaluation and Reward**

Planning, achievement, performance evaluation and reward were interrelated ideas that were directly related to the conceptual frameworks of the study. According to the study interviewees planning in ENA was participatory and the management understands each plan produced by the organization. For instance, M007 noted that the strategic plan helps the management to think more critically and clearly understand the strategic direction of the organization. M005 and M003 have also raised similar idea.

The finding from in-depth interview also showed that tasks in ENA were accomplished in aligns with organizational objectives, vision and mission. Participant M009 indicated, top management was responsible to coordinate the tasks and aligning them to the vision and mission of ENA. Nevertheless, according to M001, M002, and M006, the coordination of tasks is not on the way it reduces complexity in the process of organizational communication. M004 added that the management is not strong in creating awareness of the tasks and enhancing the skills of employees.

In terms of performance evaluation, the interview participants believed that the evaluation system was participatory. For instance, participant M002 and M007 noted that each manager/director and the staff in it evaluated the performance status of their short and long-term goals, which is important to change the group's mission and vision into a reality. M001 in this regard added employees are encouraged to express their views during the evaluation of the work carried out. M008 noted that the management arranged various formal and informal meetings, including regular management meetings on a weekly basis to discuss and evaluate day-to-day operational activities. Employee management meeting also arranged on a monthly basis to discuss major accomplishments and employee related issues. Almost all the management members are satisfied with the performance management practice of ENA.

The management members of ENA shared that there was a system of rewards to employees who are high achievers. M001 indicated, ENA started acknowledging employees who perform well, once a year. Besides, M003, M004, M005 and M008 added good achievers are acknowledged and motivated immediately when they achieve best. However, formal reward is given once a year for some employees. M006 shared that every year the CEO hosts and celebrates employees'

day to honor the best-performing employees from each department. The management provides and sponsors education and foreign journey. The reasons for these benefits were to develop loyalty and belongingness in the corporate group.

M001 noted that ENA was not strong in recognizing and promoting balanced life by providing sufficient time to employees for their personal development, and family time. M002 added even though friendly work environment was available, there was no better salary, and an attractive benefits packages (compared to the market), which enabled to have happy and satisfied employees.

### **Theme 5: Relationship among Corporate Culture, Strategic Communication and Organizational Performance**

All the participants of the interview mentioned that there was a positive relationship among corporate culture, strategic communication and organizational performance. According to M008, they are interrelated. For example, strong corporate culture helps to create positive and effective internal and external communication system. This leads to organizational effectiveness. M007 added corporate culture is crucial in creating smooth relationship in the organization and this smooth relationship cleans the track of achievement and the overall organizational performance.

M001 also addressed that corporate culture; strategic communication and organizational performance are interrelated. For instance, when talking about the achievement/ performance of an organization, rising about the ways it is achieved or communicated is mandatory. These ways of achievement are clear indicators of organizational culture. In addition, plan can be achieved if and only if there is a working culture that leads to effectiveness.

According to M002, unless there is strategic plan and clear and comfortable system to communicate the plan to internal and external stakeholders it is impossible to perform efficiently. Similarly, the system that is built need to be a culture for employees and the management. As stated by M006, even though corporate culture, strategic communication and organizational performance are interrelated, in ENA they were not applied by accompanying them. M003 also reflected similar idea. M003 pointed communication is a building brick for

corporate culture and strong culture leads to organizational performance. However, in ENA strong corporate culture is not built. As a result of this, differences and turn over are high.

As M005 pointed corporate culture indicates the way things are done, so culture is governing. Communication is crucial to induce core values to all employees; if so organizational performance becomes effective. Therefore, they have positive and strong relationship.

### **4.3. Discussion of Findings**

In this section, the results from questionnaire and in-depth interview are discussed in line with the objective of the study, research questions and the existing literature on the study variables.

#### **4.3.1. Corporate culture popular at Ethiopian News Agency**

The findings from questionnaires and in-depth interview indicated that in ENA the management gave due attention to completing tasks than facilitating relationships. However, as stated on (IABC Hand Book, 2006), organizational culture determines the patterns of social interaction used to accomplish work and the nature of the relationship. From this, we infer that even though facilitating relationships is a prerequisite for completion of tasks, in ENA the prerequisite seems lost attention. If relationships are not facilitated properly, quality-based tasks won't be accomplished.

In relation with cooperation, the researcher found contradictory findings. Employees indicated that they did not get the cooperation they need in ENA. They also showed in ENA responsibilities, accountability and reinforcements were given to individuals than groups. On the contrary managers believed tasks are accomplished in cooperation. The contrasted view of employees and managers indicates ENA has not developed clear organizational culture that determines how things are done in cooperation. However, Joyce Brown (1998) and Joyce Maina (2016) indicated organizational culture facilitates organizational processes of coordination and cooperation.

The research also revealed that more than half of the respondents believed that personal needs are not acknowledged and specific programs which facilitate individuals' work-life balance were not provided in ENA. Interviewees also indicated ENA is not strong in providing individuals

work life balance. This means employees are not able to leave work issues at work and home issues at home. In this regard, Babin Dhas (2015), pointed that Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

The quantitative data findings stipulated that decision-making in ENA did not attribute voice and participation of employees. Nevertheless, the management of ENA had a deviating idea; they believed that decision making was participatory. According to the interviewees, different committees were organized to make decisions regarding employment, employee's development, discipline, complaint and resentment. Researches also suggest that where employees believe they are able to influence decisions, and perceive they have opportunities for voice; this has the potential to result in increased levels of organizational commitment (Korsgaard, Schweiger and Sapienza 1995; Farndale, Van Ruiten, Kelliher and Hope-Hailey 2011).

The data obtained from employees show that enough time is not allowed for thoughtful consideration and consensus building in ENA. The managers also pointed that content wise works (news, news analysis, feature articles and programs) are sometimes produced without enough pre-production discussion between reporters and their editors. The interview participants perceived this is as a result of negligence and disregard than not having enough time.

According to more than half of the respondents, in ENA differences were not resolved through participatory process and senior management encourages a reactive approach than proactive. In this regard, (LaugeBaungaard Rasmussen, 2004), reflected that enhancing a constructive approach to organizational development seems important to involve employees proactively. This implies that the need for a changing role of employee representatives, trade unions and management. It can, however, be observed that many systems of representative participation are reactively rather than proactively oriented. A proactive approach requires other competences and resources on the side of the involved employees and managers than a reactive approach.

In relation with sharing information openly and feeling comfortable to express contrary views the researcher got contrary finding. More than half of the respondents said information was not openly shared and many people in ENA do not feel comfortable to openly express contrary

views. On the contrary, the data obtained from interview indicated people in ENA were allowed to express contrary views and information is openly shared. Yang and Maxwell (2011) underlined information sharing is considered an important approach to increasing organizational efficiency and performance.

According to 53.5% of respondents, employees in ENA were not empowered to make their own decisions. This is better explained by (Joyce Maina, 2016) who noted employees who are empowered perform their role to the best of their ability. According to the finding People connections are valued more than the quality of work in ENA. This implied that hard work has not given enough attention in ENA.

The finding of the study indicated in ENA, people were encouraged to come up with new ideas and suggestions, nevertheless, going outside formal procedures to achieve organizational goals was not encouraged. But the literature stands on the opposite; Catherine Plano (2018) pointed thinking outside of the box generates excitement, passion and creativity.

AS Joyce Maina (2016) and Robbins (2012), indicated in an organization with clearly established organizational culture, employees tended to share similar assumptions. Consequently, the employees adopt the common values and norms which control their interaction among themselves and with the outsiders. However, the findings of this study show majority of the respondents agree that employees were not guided by similar values and customs.

Employees believed that their organization had not developed a culture that determined how things were done, employees were not guided by similar customs; the organization was not guided by values of consistency, adaptability and effective communication system. This is in contrast with (Shakil, 2012) who found that consistency and adaptability are key determinants of organizational culture which led to favorable management practices.

In supporting this, (Schein, 2011) further opines that the strength of the culture of an organization and its adaptive ability are some of the factors that enable organizations to attain its performance goals. (Peters and Waterman, 2011) concurs that the coherence of culture in an organization gives members a sense of identity and this increases their commitment towards their

assigned responsibilities. In addition, this reinforces the cherished values and serves as a method of altering behavior.

#### **4.3.2. The strategic communication employed by Ethiopian News Agency.**

The findings from quantitative data showed that there was no common point that inspires ENA's management and the staff. But the managers argued there was a common point that is the vision and mission of the organization. They indicated the problem is the vision is not articulated in the proper way to the employees. In this regard, (Bass, 1985; Shamir, House, & Arthur, 1993; Boyatzis, and McKee, 2005) pointed inspiration as a leadership process in which it is a leader's goal to inspire followers by engaging in inspirational behaviors such as articulating vision that extends beyond one's own self-interest, expressing confidence, being optimistic, and reinforcing organizational ideals.

The study findings from questionnaire and interview implied there was no shared vision that was well known by the staff of ENA. The managers also noted the vision was not shared because the communication system is not strong. In this regard (Givens, 2012) pointed a clearly defined and shared vision shows the future of the organization that the leaders want to achieve. To accomplish this strategic communication is needed. Hallahan (2007) in this regard pointed strategic communication as "the purposeful use of communication by an organization to fulfill its mission and vision".

The quantitative findings indicated key values of ENA were not well known by the staff. Majority of the participants of the interview were also unable to clearly identify the core values of ENA. This is in support of Mitja Gorenak (2012) who pointed organizational values need to be known and agreed in a broader circle within organization. MusekLesnik (2006) also discussed the advantages of broader consensus on organizational values; he said that organization needs to consider values of individuals that are the members of organization first in order to later find an agreement on common values of organization which consist of these individuals.

Respondents were in difficulties of deciding that leaders of ENA set goals which were ambitious, but realistic. On the contrary, managers pointed that realistic and ambitious goals were set in ENA. Empirical studies also confirmed that goals are essential in setting up a positive

organizational climate, enhancing team spirit, providing social support, improving job attachment, and enhancing performance (Erez, 1986; Locke & Latham, 1990).

The findings of the quantitative data indicated the management and employees in ENA were not keen and encouraged to achieve organizational goals. The finding from interview also pointed that the basic reason was the communication strategy did not enable the organization's strategic goal. In this regard, Holtzhausen and Zerfass (2015) said that the strategic communication process typically is a communication process that follows from an organization 's strategic plan and focuses on the role of communication in enabling the organization 's strategic goals and objectives.

The quantitative and qualitative data showed stakeholders of ENA were not attracted by its strategic communication. The finding from the interviewees (managers) indicated unavailability of well-developed and plan based strategic communication makes stakeholders not to be attracted. Murphy (2015, p. 124) strengthened this point by considering that strategic communicators should play a continuing role in shaping messages and participating in issue arenas that determine public opinion.

In terms of thinking in challenges and opportunities, contradictory findings were registered. The quantitative data indicated ENA did not think in challenges and opportunities than limitations. On the contrary, managers pointed in ENA challenges were considered as great opportunity to make future bright. This indicates there was no common organizational thinking on job challenge. This is in contrast to Middlemist and Hitt (2000) who observed that organizational leadership, supervisory support, professionalism, job challenge and trustworthiness were often determinants of organizational performance.

The strategic direction of ENA was not clear for many employees. Managers also approved this and stated lack of continuous communication as a basic reason. Howell, and Beck (2005, p. 83) pointed, strategic communication as a crucial tool that need to be seen in align with the company overall strategy, to enhance its strategic positioning. The PR was not effective in creating a strategic communication that leads to win-win situations, and long-term perspectives. This is in contrast with Murphy (2015, p. 124) who showed communication is strategic when it is

completely consistent with a corporation's mission, vision, values and is able to enhance the strategic positioning and competitiveness of the organization.

Both quantitative and qualitative findings indicated the power of communication in ENA did not build reputation. The finding also showed the PR department did not properly build bridge between people inside and outside ENA. Furthermore, ENA's strategic communication did not contribute to creating awareness of common interests. According to (Habermas, 1979), (Hallahanet al., 2007) it has become more and more important for organizations to be intentional and mindful in their communication in order to be heard and create awareness of mutual benefit.

PR practitioners of ENA haven't the necessary knowledge, skills and attitude the professional needs. This finding is against with (Abdulkadir, Takow, Abdifitah and Osman, 2014) who found that academic achievement had significant positive influence on ethical competitive, entrepreneurial and consensual culture.

It is true that a focus on organizational competencies is more critical to achieving team alignment, effective execution and the right allocation of scarce resources than is a focus on strategic goals. Nevertheless, both quantitative and qualitative findings indicate ENA has not clear competences that realize its ambitions.

#### **4.3.3. The organizational performance of Ethiopian News Agency**

The finding from qualitative data reflected the management of ENA believes coordination of tasks created awareness and enhances the skills of employees and the managers indicated they were working hard to coordinate the tasks. However, as indicated by the employee's coordination of tasks does not reduce complexity in the process of organizational communication in ENA. In this regard (Melville, 2011; Stoner et al., 2005; Paleckis, 2011) pointed coordination of tasks is a process of combining the organization's goals and the establishment of communication channels between people who are executing different work.

Findings from the quantitative data indicate, top management of ENA was not responsible to coordinating tasks to subordinates. On the contrary, the management members pointed they facilitated and coordinated tasks. In this regard, business dictionary puts along with organizing,

monitoring, and controlling, coordinating is one of the key functions of management. It also defines coordination of tasks as a synchronization and integration of activities, responsibilities, and command and protocol structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives. Nevertheless, the finding shows tasks in ENA are not aligned with corporate objectives, vision and mission.

In relation with work evaluation, the researcher got contrary findings. The data from questionnaire showed works in ENA were not evaluated to improve staff motivation. The managers on the contrary pointed that they understood motivated workforce can be a significant factor in organizational success. They also indicated every task in ENA was evaluated to improve motivation and performance.

According to the quantitative findings, employees in ENA were not allowed to speak during the evaluation of the work carried out. Respondents were also not satisfied with the performance management practice in ENA. ENA had not strict code of conduct for enhancing performance.

The reward system was not the motivation that leads to changes in organizational development. Respondents are also not convinced that the benefits offered to employees was work performance based. In ENA rewards are not given based on the feedback provided by the customer.

The findings from quantitative data showed that employees were not motivated. On the contrary, interview participants noted that employees were motivated to work at higher levels of productivity to help the organization as a whole to become efficient and effective at reaching its goals.

Findings indicated planning in ENA was not participatory. Sorel and Pennequin (2008) advocates for planning to be participatory and involve developing objectives or the organizational strategic plans and looking for resources that would best be suited in achieving the organizational goals as outlined in strategic plans. According to Ittner and Larcker (2012), indicators of organization performance included productivity, quality, consistency and efficiency.

#### **4.3.4. The relationships among corporate culture, strategic communication and organizational performance as practical in Ethiopian News Agency.**

Based on the output of SPSS the relationship between corporate culture and strategic communication shows .652 which means the two variables have positive relationship. Managers also pointed effective internal and external communication system helps to create positive and strong corporate culture. This is in favor of (IABC, 2006) which indicated communication can have a relationship with culture by serving as a vehicle for cultural change.

Similarly, strategic communication and organizational performance had positive relationship of .654 as proved on SPSS. The managers also pointed that when talking about the achievement/performance of an organization, rising about the way things were achieved or communicated is mandatory. Therefore, the two variables had positive relationship. Literature also goes hand in hand with this. For instance, (Kibe, 2012) indicated effective communication strategies, systems, and practices have a huge and direct effect on organization learning and innovation.

The relationship between corporate culture and organizational performance also indicated .664. Similarly, the interviewees (managers of ENA) also indicated the variables were interrelated and had positive relationships. For instance, the managers pointed if there was cooperation based and employee focused leadership culture organizational performance could be easily improved. (Ogbonna & Harris, 2000; Rousseau, 1990; Kotter&Heskett, 1992; Marcoulides& Heck, 1993) also stated there is a close link between organizational culture and performance.

As the managers of ENA pointed, corporate culture indicates the way things are done, so culture is governing. Communication is crucial to induce core values to all employees; if so organizational performance becomes effective. Therefore, they had positive and strong relationship.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Summary

The purpose of the current study was to examine the corporate culture popular at ENA, to investigate the strategic communications employed by ENA and to evaluate the organizational performance of ENA. Furthermore, it is also crucial to explore the relationships among corporate culture, strategic communication and organizational performance as practical in ENA. The study is also crucial to contribute to the broader research community by generating knowledge and enhancing existing practice within the field of public relations and strategic communication.

To come up with the purpose of the study mixed-methods research with explanatory sequential design was preferred because the combination of quantitative and qualitative approaches provides a better understanding of the research problem than either approach alone. In addition, a possible combination of the methods provides more comprehensive view of the research area. Using mixed method research, the following basic findings were found.

- ENA had not developed clear organizational culture that determines how things are done in cooperation.
- In ENA the management gave due attention to completing tasks than facilitating relationships.
- Employees did not get the cooperation they need in ENA.
- Personal needs were not acknowledged and specific programs which facilitate individuals' work-life balance were not provided in ENA.
- Decision-making in ENA did not attribute voice and participation of employees.
- Enough time was not allowed for thoughtful consideration and consensus building in ENA.
- In ENA differences were not resolved through participatory process and senior management encourages a reactive approach than proactive
- Information was not openly shared and many people in ENA did not feel comfortable to openly express contrary views.

- Employees in ENA were not empowered to make their own decisions.
- People connections were valued more than the quality of work in ENA.
- In ENA people were encouraged to come up with new ideas and suggestions, nevertheless, going outside formal procedures to achieve organizational goals was not encouraged.
- Employees were not guided by similar values and customs.
- There was no common point that inspires ENA's management and the staff.
- There was no shared vision that was well known by the staff of ENA. Key values of ENA were also not well known by the staff.
- The strategic direction of ENA was not clear for many employees.
- The PR was not effective in creating a strategic communication that leads to win-win situations, and long-term perspectives.
- The power of communication in ENA did not builds reputation.
- PR practitioners of ENA hadn't the necessary knowledge, skills and attitude the professional needs.
- Planning in ENA was not participatory.
- Top management of ENA was not responsible to coordinating tasks to subordinates.
- Works in ENA were not evaluated to improve staff motivation.
- Employees in ENA were not allowed to speak during the evaluation of the work carried out.
- There is positive relationship among corporate culture, strategic communication and organizational performance.

## 5.2. Conclusions

Taking into account the research questions, various data analysis techniques were used to reach on the results. The following major conclusions were discovered in the course of investigating and explaining corporate culture, strategic communication and organizational performance of ENA.

**Shared vision, mission and key values:** With respect to having shared vision, mission and key values, the ethnographic and the quantitative study revealed consistent findings. It was learned that ENA tried to plaster its vision, mission and key values on the wall of the organization and printed them on the strategic and annual plans to make them easily seen and remembered by the members of the organization. Nevertheless, those vision, mission and key values were not shared among the management, employees and external stakeholders.

**Acknowledging personal needs and cooperation:** The quantitative reports confirmed that personal needs are not acknowledged and specific programs which facilitate individuals' work-life balance were not provided in ENA. As a result of this, employees were not able to leave work issues at work and home issues at home. In addition, the research finding indicated employees did not get the cooperation they need in ENA; because the management gave due attention to distributing responsibilities to individuals than groups.

**Participatory decision making and relationship building:** The quantitative data findings indicated decision-making in ENA did not attribute voice and participation of employees. Nevertheless, the management of ENA had opposite idea; they believed decision making was participatory. Therefore, there was no common understanding in ENA regarding participatory decision making. According to more than half of the respondents in ENA, differences were not resolved through participatory process.

**Power and openness to contrary views:** Findings indicated that openness to contrary views was not developed in ENA, rather role, position, and people connections were valued more than the quality of work. Employees were not empowered to make their own decisions. As a result, people did not feel comfortable to openly express contrary views. Differences were also not resolved through participatory process.

**The balance of time and quality:** In ENA enough time was allowed to complete tasks. Junior officers and journalists were seen more performing than seniors. Nevertheless, emphasis was not given for thoughtful consideration and consensus building for both juniors and seniors. As a result of this, quality was not balanced with meeting deadlines and quotas.

**Effective communication:** findings indicated that trials were seen here and there to bring close relationship between ENA and its stake holders. However, stakeholders were not attracted by ENA's communication system. According to the managers of ENA, this was because of weak organizational strategic communication. Transparency was not given due attention in the organization's Communication. The strategic communication also hardly added value to the position of ENA in the society. There was no effective communication between management and employees. Effective communication channels that enhance performance were not given emphasis at ENA. The PR was not effective in Creating win-win situations, and long-term perspectives.

**Public Relations professionalism:** the importance of professionalism is not hidden. In this regard the finding shows PR practitioners of ENA saw themselves as professionals. Nevertheless, they did not have knowledge, skills and attitude the profession needs. As a result of this, the PR department of ENA was unable to build bridge between people inside and outside the organization. In addition, the power of communication in ENA does not build reputation.

**Internal and external situation:** in terms of understanding, analyzing and working on internal and external situations ENA was not effective. Even though situation analysis was done during planning and issues which were relevant from client and stakeholders' perspective were identified, the internal and external communication was not interactive enough. The management is weak in making strategic decisions regarding internal situations because of this horizontal and vertical internal relationship in ENA was not smooth.

**Accountability and social responsibility:** Corporate social responsibility (CSR) describes a company's efforts to improve society in some way. It is important for organizations and their employees in that it enhances overall reputation. In this regard, ENA had not well defined corporate social responsibility policy. So, its reputation was not built in this way. ENA was also not responsible in regard to transparent and trustworthy Communication with the society.

**Planning and coordination of tasks:** participatory planning provides an opportunity for often-disenfranchised groups to be heard, and teach the community that they have important things to say. It also builds trust, both between an organization and the community and among the individuals involved. On the contrary, findings indicated planning in ENA was not participatory.

**Job evaluation and reward:** as the findings indicated employees were not satisfied with the performance management practice in ENA. They were also not allowed to speak during the evaluation of the work carried out. It is true that the reward system is the motivation that led to changes in organizational development. However, employees were not convinced that the benefits offered to employees was work performance based.

**Relationships among variables:** The study examined the relationship between corporate culture, strategic communication and organizational performance in ENA. The study concluded that there is positive relationship among the variables.

### **5.3. Recommendations**

Depending on the findings and the discussions the following recommendations are given.

1. Having shared vision, mission and values is a key element in creating strong corporate culture and well performed organization. Therefore, it is crucial to expand and strengthen continuous and open communication that helps to share and induce the vision, mission and key values among the management, employees and external stakeholders. Trials like facilitating open communication with employees, customers, suppliers, shareholders, and the community would be there.
2. The organizational culture should be enhanced in ENA since it enhances organizational performance. In particular, ENA should encourage employees to pull towards a common goal. ENA should also encourage a culture in which employees are allowed to understand how the organization operates, vision, and mission and goals that guide all stakeholders.
3. Giving emphasis to personal needs and facilitating individuals work life balance encourages employees. So, acknowledging personal needs and providing specific programs which facilitate individuals' work-life balance is recommended since it is vital to bring organizational effectiveness.

4. ENA also need to encourage employees to have a sense of identity which increases their commitment to work since this will positively influence organizational performance.
5. To bring close relationship between ENA and its internal and external stake holders, organizational strategic communication need to be strengthened and transparent communication system need to be considered as a culture.
6. Trainings have a power to bring change. Public relation practitioners in particular and employees of ENA in general need to get knowledge, skills and attitude-based trainings on the issues of corporate culture and strategic communication.
7. Since corporate social responsibility (CSR) is important for organizations and their employees in enhancing overall reputation, ENA need to have corporate social responsibility policy to build its reputation.
8. Participatory planning builds trust, both between an organization and the community and among the individuals involved. So, ENA should get involve its employees and stakeholders in the preparation of organizational plan.
9. The reward system in ENA needs to be motivational and convincing. The reward system should be shaped in the way that is the motivation that leads to changes in organizational development.
10. It is fact that unity is strength. To reach over united work relationship building need to get great emphasis. To bring unity and cooperation attributing voice and participation of employees is advisable.

#### **5.4. Suggestions for Further Research**

Although the study had some limitations and constraints, the finding of the research has to be a subject to be discussed and applied in public and government media. For this point of view, new research has to be conducted using other sampling methods and on different organizations. With these new researches, it will be easier to compare and discuss similar findings of studies with those provided in this study.

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**APPENDICES**

**APPENDIX 1: Questionnaires for ENA Staff**

**Dear Respondent,**

The purpose of this questionnaire is to collect data for the research to be carried out by MA student/ researcher from the school of Journalism and Communication, Public Relations and Strategic Communication Program at Addis Ababa University (AAU).

This study looks at investigation into corporate culture, strategic communication and organizational performance: In the case of Ethiopian News Agency. I would like to request you to spend some of your valuable time to complete this questionnaire to the best of your knowledge. Thank you in advance for participating in the survey. Your responses will be treated with confidentiality it deserves. To maintain anonymity, I request that you DO NOT write your names on the questionnaire.

**I would like to thank you in advance for your cooperation**

**SECTION I: Demographic Information**

*Respond to the following questions by ticking on the appropriate box (✓)*

- 1. Gender     Male             Female
- 2. Age         18-25     26-34     35-54     55-60
- 3. Marital status     Single     Married     Divorced     Widow (er)
- 4. Level of education     High School     Diploma     BA         MA         Other
- 5. What is your department at ENA? -----

**SECTION II: Organizational Culture, Strategic Communication and Organizational Performance** *Please indicate the extent to which you agree or disagree with the following statements by using the scale of 1-5 where 1 for Strongly Agree (SA), 2 Agree (A), 3 Neutral (N), 4 Disagree (DA) and 5 Strongly Disagree (SDA).*

No	<b>I. ORGANIZATIONAL CULTURE</b>	1	2	3	4	5
	<b>A. Achievement</b>					
1	Responsibilities are distributed to individuals than groups in ENA					
2	Individuals are accountable for successfully completing projects					
3	Rewards reinforce individuals than groups' effort					
4	Rewards are formal					

5	I usually get the cooperation I need					
6	Personal needs are acknowledged					
7	The organization provides specific programs to facilitate my work-life balance					
	<b>B. Environment</b>					
8	Perceptions of decision making and its correctness is based on the decision process than the decision outcome					
9	Decision-making attributes voice and participation					
10	The management focuses on completing tasks than facilitating relationships					
11	The managers focus on the tasks than human resources needed to complete projects					
12	The management recognizes relationship building as management technique					
13	Enough time is allowed for thoughtful consideration and consensus building					
14	Quality is balanced with meeting deadlines and quotas					
	<b>C. Perspective</b>					
15	ENA is on its correct path to meet its future demands					
16	Actions are taken in response to existing conditions than anticipation of future challenges					
17	Senior management encourages a proactive approach than reactive					
18	The organization encourages a long-term perspective					
19	Success is measured with short-term results than long-term results					
20	Employees are encouraged to plan ahead and set goals for the long term					
21	There is disposition to seek faster solutions					
	<b>D. Power</b>					
22	Information is openly shared in ENA					
23	Employees have the opportunity to voice their opinions, ideas, and concerns					
24	Differences are resolved through participatory process					
25	People feel comfortable to openly express contrary views					
26	Employees are empowered to make their own decisions					
27	Employees participate in establishing work rules					
28	Role, position, and people connections are valued more than the quality of work					
	<b>E. Risk</b>					
29	Taking risk is acceptable in ENA when making decisions					
30	Those who make unsuccessful risky decisions bear organizational punishment					
31	People are encouraged to come up with new ideas and suggestions					
32	People are encouraged to go outside formal procedures to achieve goals					
33	Old traditions bound the organization than practicing new ways of doing things					
	<b>II. STRATEGIC COMMUNICATION</b>					
	<b>A. Ambition</b>					
34	There is a common point that inspires ENA, its management and the staff					
35	The key values of ENA are well known by the staff					
36	Leaders of ENA set goals that are ambitious, but realistic.					

37	The management and employees are keen to achieve organizational goals					
38	There is clear mission the management & the employees, want to achieve					
39	Stakeholders are attracted by ENA's strategic communication					
40	ENA thinks in challenges and opportunities than limitations					
	<b>B. Vision</b>					
41	There is shared vision that is well known by the staff					
42	The strategic direction of ENA is clear					
43	The organization's vision creates excitement and motivation for me					
44	The power of communication in ENA builds reputation					
45	The PR department builds bridge between people inside and outside ENA					
46	The strategic communication adds value to the position of ENA in the society					
47	Transparency gets due attention in the organization's Communication					
	<b>C. Internal Situation</b>					
48	The management makes strategic decisions regarding internal situations					
49	ENA has well established and written home style					
50	There is effective communication between management and employees					
51	The internal communication is interactive enough					
52	Effective communication channels that enhance performance are emphasized at ENA					
53	Horizontal and Vertical internal relationship in ENA is smooth					
	<b>D. External situation</b>					
54	ENA identifies trends, developments, issues in the society that can have impact on it					
55	Issues which are relevant from client and stakeholder's perspective are identified					
56	Trends which are relevant from media and social media perspective are identified					
57	ENA recognizes the difference between a topic, an issue and a hot issue					
58	The strategic communication focuses beyond maintaining a good image of ENA					
	<b>E. Accountability</b>					
59	ENA 'promises' to its stakeholders to be committed than loyalty					
60	ENA is responsible in regard to transparent and trustworthy Communication					
61	ENA has well defined Corporate Social Responsibility policy					
62	ENA reports about its results and its performances					
63	ENA reports about decision making, internally as well as externally					
64	The PR department is responsible for organizational performance					
	<b>F. Stake Holders</b>					
65	Stake holders are experiencing most profit of ENA					
66	ENA identifies its stakeholders' interest and working on that					
67	ENA cooperates with its enablers, partners, and all stakeholders to realize its ambition					
68	The PR is effective in Creating win-win situations, and long-term perspectives					
69	Strategic Communication contributes to creating awareness of common interests					
70	The CEO is ambassador for the PR department and its work					
	<b>G. Resources</b>					
71	There are clear competences that realizes ENA's ambitions					

72	There is enough and fair budget allocation among departments					
73	PR practitioners see themselves as professionals					
74	PR practitioners of ENA have knowledge, skills and attitude the professional needs					
	<b>III. ORGANIZATIONAL PERFORMANCE</b>					
	<b>A. coordination of tasks</b>					
75	In ENA coordination of tasks reduces complexity in the process of organizational communication.					
76	Top management is responsible for coordinating the tasks to subordinates					
77	The tasks in ENA are aligned with corporate objectives, vision and mission					
78	Coordination tasks of governance encourages systematic work in ENA					
79	Coordination of tasks creates awareness and enhances the skills of employees.					
	<b>B. job evaluation</b>					
80	Works in ENA are evaluated to improve staff motivation.					
81	Appraisals provide good value to the organization					
82	Employees in ENA are allowed to speak during the evaluation of the work carried out.					
83	ENA views all round performance as a sign of for its future growth.					
84	I am satisfied with the performance management practice in ENA					
85	ENA has strict code of conduct for enhancing performance					
	<b>C. reward</b>					
86	There is a system of rewards to employees who are high achievers					
87	The reward system is the motivation that led to changes in organizational development					
88	I am convinced that the benefits offered to employees is work performance based					
89	Rewards given to me is based on the feedback provided by the customer					
90	Employees have a feeling that they are motivated					
	<b>D. planning</b>					
91	The strategic communication plan of ENA helps the leaders to think more critically and flexibly					
92	I understand and appreciate each plan produced by ENA					
93	Efficacy is based on the objectives and goals that result in organizational planning					
94	Planning in ENA is a process that has been defined and outlined					
95	Planning in ENA is participatory					

## **APPENDIX 2: Interview Guidelines**

Dear participants, thank you for taking the time to respond to this interview guideline.

1. Can you introduce yourself, please?
2. How do you express the current corporate/ organizational culture of ENA?  
For example: shared values, beliefs and so forth in ENA.
3. What does the working environment of ENA looks like? In terms of decision making, relationship, sense of urgency and quality etc.?
4. How are risks managed at ENA? For example, are people encouraged to go outside formal procedures to achieve goals?
5. What is ENA's responsibility and in what way do you show that ENA is in track?
6. What relevant trends and developments in the society are identified?
7. How do you explain the strategic communications employed by ENA?
8. How does the strategic communication help to accomplish organizational goals?
9. How jobs are evaluated? And what are the performance management practices?
10. How do you explain the performance of ENA in relation with its mission and vision?
11. What do you think about the relationships among corporate culture strategic communication and organizational performance and how should they be integrated practically?

**APPENDIX 3: Descriptive Statistics of Mean and Standard Deviation**

<b>Descriptive Statistics</b>			
<b>Items</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>N</b>
Q1. Responsibilities are distributed to individuals than groups in ENA	2.39	1.012	174
Q2. Individuals are accountable for successfully completing projects	2.71	1.230	174
Q3. Rewards reinforce individuals than groups' effort	2.66	1.315	174
Q4. Rewards are formal	3.12	1.119	174
Q5. I usually get the cooperation I need	3.38	1.233	174
Q6. Personal needs are acknowledged	3.51	1.152	174
Q7. The organization provides specific programs to facilitate my work-life balance	3.91	1.069	174
Q8. Perceptions of decision making and its correctness is based on the decision process than the decision outcome	2.99	1.120	174
Q9. Decision-making attributes voice and participation	3.52	1.111	174
Q10. The management focuses on completing tasks than facilitating relationships	2.06	1.212	174
Q11. The managers focus on the tasks than human resources needed to complete projects	2.30	1.270	174
Q12. The management recognizes relationship building as management technique	3.70	1.175	174
Q13. Enough time is allowed for thoughtful consideration and consensus building	3.47	1.073	174
Q14. Quality is balanced with meeting deadlines and quotas	3.40	1.101	174
Q15. ENA is on its correct path to meet its future demands	3.17	1.180	174
Q16. Actions are taken in response to existing conditions than anticipation of future challenges	2.59	1.102	174
Q17. Senior management encourages a proactive approach than reactive	3.51	1.181	174
Q18. The organization encourages a long-term perspective	3.51	1.035	174
Q19. Success is measured with short-term results than long-term results	2.63	1.082	174
Q20. Employees are encouraged to plan ahead and set goals for the long term	3.18	1.207	174
Q21. There is disposition to seek faster solutions	2.95	1.093	174
Q22. Information is openly shared in ENA	3.45	1.141	174
Q23. Employees have the opportunity to voice their opinions, ideas, and concerns	3.18	1.250	174

Q24. Differences are resolved through participatory process	3.41	1.075	174
Q25. People feel comfortable to openly express contrary views	3.47	1.084	174
Q26. Employees are empowered to make their own decisions	3.40	1.036	174
Q27. Employees participate in establishing work rules	3.36	1.168	174
Q28. Role, position, and people connections are valued more than the quality of work	2.57	1.114	174
Q29. Taking risk is acceptable in ENA when making decisions	3.36	1.122	174
Q30. Those who make unsuccessful risky decisions bear organizational punishment	3.21	.928	174
Q31. People are encouraged to come up with new ideas and suggestions	2.95	1.124	174
Q32. People are encouraged to go outside formal procedures to achieve goals	3.20	1.024	174
Q33. Old traditions bound the organization than practicing new ways of doing things	2.43	1.170	174
Q34. There is a common point that inspires ENA, its management and the staff	3.29	1.152	174
Q35. The key values of ENA are well known by the staff	3.28	1.089	174
Q36. Leaders of ENA set goals that are ambitious, but realistic.	3.20	1.111	174
Q37. The management and employees are keen to achieve organizational goals	3.40	1.031	174
Q38. There is clear mission the management & the employees, want to achieve	3.29	1.047	174
Q39. Stakeholders are attracted by ENA's strategic communication	3.40	1.031	174
Q40. ENA thinks in challenges and opportunities than limitations	3.20	1.052	174
Q41. There is shared vision that is well known by the staff	3.24	1.110	174
Q42. The strategic direction of ENA is clear	3.20	1.153	174
Q43. The organization's vision creates excitement and motivation for me	3.27	1.198	174
Q44. The power of communication in ENA builds reputation	3.56	1.005	174
Q45. The PR department builds bridge between people inside and outside ENA	3.58	1.065	174
Q46. The strategic communication adds value to the position of ENA in the society	3.41	1.026	174
Q47. Transparency gets due attention in the organization's Communication	3.41	1.081	174
Q48. The management makes strategic decisions regarding internal situations	3.29	1.052	174
Q49. ENA has well established and written home style	3.41	1.059	174
Q50. There is effective communication between management and employees	3.70	1.033	174

Q51. The internal communication is interactive enough	3.60	.930	174
Q52. Effective communication channels that enhance performance are emphasized at ENA	3.48	.996	174
Q53. Horizontal and Vertical internal relationship in ENA is smooth	3.58	1.071	174
Q54. ENA identifies trends, developments, issues in the society that can have impact on it	3.26	1.095	174
Q55. Issues which are relevant from client and stakeholder's perspective are identified	3.26	1.001	174
Q56. Trends which are relevant from media and social media perspective are identified	3.23	1.050	174
Q57. ENA recognizes the difference between a topic, an issue and a hot issue	3.26	1.084	174
Q58. The strategic communication focuses beyond maintaining a good image of ENA	3.32	.985	174
Q59. ENA 'promises' to its stakeholders to be committed than loyalty	3.00	.925	174
Q60. ENA is responsible in regard to transparent and trustworthy Communication	2.97	.982	174
Q61. ENA has well defined Corporate Social Responsibility policy	3.11	1.042	174
Q62. ENA reports about its results and its performances	2.91	1.049	174
Q63. ENA reports about decision making, internally as well as externally	2.93	1.006	174
Q64. The PR department is responsible for organizational performance	3.34	1.078	174
Q65. Stake holders are experiencing most profit of ENA	3.24	.989	174
Q66. ENA identifies its stakeholders' interest and working on that	3.21	.981	174
Q67. ENA cooperates with its enablers, partners, and all stakeholders to realize its ambition	3.18	.972	174
Q68. The PR is effective in Creating win-win situations, and long-term perspectives	3.26	1.001	174
Q69. Strategic Communication contributes to creating awareness of common interests	3.22	1.060	174
Q70. The CEO is ambassador for the PR department and its work	3.24	.943	174
Q71. There are clear competences that realizes ENA's ambitions	3.33	1.005	174
Q72. There is enough and fair budget allocation among departments	3.24	.880	174
Q73. PR practitioners see themselves as professionals	3.09	1.016	174

Q74. PR practitioners of ENA have knowledge, skills and attitude the professional needs	3.33	.944	174
Q75. In ENA coordination of tasks reduces complexity in the process of organizational communication.	3.19	.933	174
Q76. Top management is responsible for coordinating the tasks to subordinates	3.24	1.136	174
Q77. The tasks in ENA are aligned with corporate objectives, vision and mission	3.16	1.068	174
Q78. Coordination tasks of governance encourages systematic work in ENA	3.34	.994	174
Q79. Coordination of tasks creates awareness and enhances the skills of employees.	3.32	1.053	174
Q80. Works in ENA are evaluated to improve staff motivation.	3.57	1.124	174
Q81. Appraisals provide good value to the organization	3.26	1.126	174
Q82. Employees in ENA are allowed to speak during the evaluation of the work carried out.	3.00	1.048	174
Q83. ENA views all round performance as a sign of for its future growth.	3.32	1.085	174
Q84. I am satisfied with the performance management practice in ENA	3.58	1.092	174
Q85. ENA has strict code of conduct for enhancing performance	3.51	1.035	174
Q86. There is a system of rewards to employees who are high achievers	3.15	1.178	174
Q87. The reward system is the motivation that led to changes in organizational development	3.55	1.051	174
Q88. I am convinced that the benefits offered to employees is work performance based	3.49	1.167	174
Q89. Rewards given to me is based on the feedback provided by the customer	3.59	1.043	174
Q90. Employees have a feeling that they are motivated	3.63	1.149	174
Q91. The strategic communication plan of ENA helps the leaders to think more critically and flexibly	3.37	1.066	174
Q92. I understand and appreciate each plan produced by ENA	3.29	1.070	174
Q93. Efficacy is based on the objectives and goals that result in organizational planning	3.26	.935	174
Q94. Planning in ENA is a process that has been defined and outlined	2.93	1.029	174
Q95. Planning in ENA is participatory	3.22	1.172	174