



**Organizational culture of Development and Social Services
Commission; An Assessment on the Perception of the Existing
Predominant Organizational Culture**

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**DEPARTMENT PUBLIC RELATIONS AND STRATEGY
COMMUNICATION**

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Acronyms and Abbreviations

ACO	Area coordination office
CVF	Competing Value Framework
DASSC	Development and Social Services Commission
EECMY	Ethiopian Evangelical Church Mekane Yesus
ETB	Ethiopian Birr
GTP	Growth and Transformation Plan
HRM	Human Resource Management
OC	Organizational Culture
OCAI	Organizational Culture Assessment Instrument
PRO	Public relation officer
SD	Standard Deviations
SPSS	Statistical Package for Social Sciences

Abstract

The purpose of this study is to assess and analyze the existing predominant organizational culture and the preferred culture type. This particular study was conducted on EECMY-DASSC; by analyzing the employee's perception of the current and desired culture type. The research was designed in a descriptive approach and the permanent employees of DASSC were taken as target population. The research was conducted on full-scale base (census) i.e. all 40 employees of the organization involved on the study. Data was mainly collected using OCAI questionnaire. 16 Semi-structured interviews and check-list based observation was also adopted as a useful data collection tool. The quantitative data was analyzed using SPSS.Version. 20. The qualitative data on the other hand was presented in a narrative way. As a result the Dominant culture types that exist at DASSC were identified as Clan and Hierarchy culture types in that order. The preference of the employees also implied the desirability of a clan culture more than the Hierarchy culture. Adhocracy culture is also relatively desirable according to the employee's response. Hence the mission and vision of the organization focuses on social service and charity, the less dominant and also the less preferred culture type happened to be Market culture. Based on these findings it was concluded that there is satisfactory social interaction within the organization and also fair policy enforcement. But there exists weak company communication with non practical structure and guidelines that put clarity and transparency of communication under question mark. Finally this thesis recommends that Strategic emphasis for communication is very critical for the organization; specifically designing strategic communication plan to promote its preferred culture type helps the management and the staff to have common understanding of DASSC's organizational culture.

Chapter One: Introduction

1.1. Background of the study

According to Schein (1999) the conventional definition of culture is a pattern of shared basic assumptions that the group learned as it solves problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Hence through their life-time people engage in various societal groups and interact either formally or informally. The shared assumptions the common meanings can be created, developed and changed within the communication circle. An organization is considered as one of the social group or community in which people interact internally and with the outside world.

An *organization* is a dynamic system of organizational members, influenced by external stakeholders, who communicate within and across organizational structures in a purposeful and ordered way to achieve a super ordinate goal. *Organizational communication* is a complex and continuous process through which organizational members create, maintain, and change the organization by communicating verbally, non verbally, electronically, and in writing with individuals and groups of people engaged in roles as internal and external stakeholders Keyton(2005).

According to Tench (2009) organizational culture (corporate culture) is described as the way in which attitudes are expressed within a specific organization. The attitudes (and opinions) in an organization are expressed through a variety of channels. Some are quite observable, like the different communications used, while some others are less so.

The contemporary definition of organizational culture (OC) includes, what is valued, the dominant leadership style, the language and symbols, the procedures and routines, and the definitions of success that characterizes an organization. OC represents the values, underlying assumptions, expectations, collective memories, and definitions present in an organization (Schein, 1992; Cameron & Quinn, 1999).

Organizational culture denotes a wide range of social phenomena which help to define an organization's character and norms, including an organization's customary dress, language, behavior, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies and rituals, and modes of deference and subversion (Scott et al, 2003).

These manifestations of an organizational culture implies the type of characteristics the organization holds, the leadership style, its management of employees, what strategic emphasis it follows, what holds the organization together, and its way of measuring success. This study focuses on assessing the organizational culture of the EECMY-DASSC based on the perceptions of its employees. The student researcher attempted to identify what the 'current dominant culture' is, and what the employees 'preferred culture' is in the future. To examine the cultural profile the student researcher used the 'competing value framework' of Quinn and Rohrbaugh (1983). This framework is found to be appropriate to diagnose organizational culture since it clusters the various dimensions of OC that helps to figure out the cultural profile of an organization.

1.2 Organization under study

At the turn of the 19th Century, instituting the Ethiopian Evangelical Church Mekane Yesus (EECMY) began proclaiming the Gospel with the help of Lutheran and Presbyterian Missions in Ethiopia. As a result of these joint efforts, congregations, parishes and synods were established that brought about instituting the EECMY as a national Church on January 21, 1959.

The development and social services of the church were led by its development department which was established from its institutionalization as a national church. In the year 2000, the EECMY development department was organized into Development and Social Services Commission (EECMY-DASSC) and registered as a legal church-based development agency in line with the government policy. In November 2009, EECMY-DASSC received its license as Ethiopian Resident Charity Organization from the newly established government agency for Charities and Societies. Over the years, the development work of EECMY-DASSC has gained long experiences and good reputations as a result of successful implementation of different development and social activities, comprising of food security, emergency relief, natural resource management, water, sanitation, and hygiene, health services including HIV/AIDS

prevention, education, child and youth development, gender and development and capacity building by covering most of the administrative regions of the country.

Vision, Mission and Values

Vision: EECMY- DASSC envisions caring, just and prosperous society.

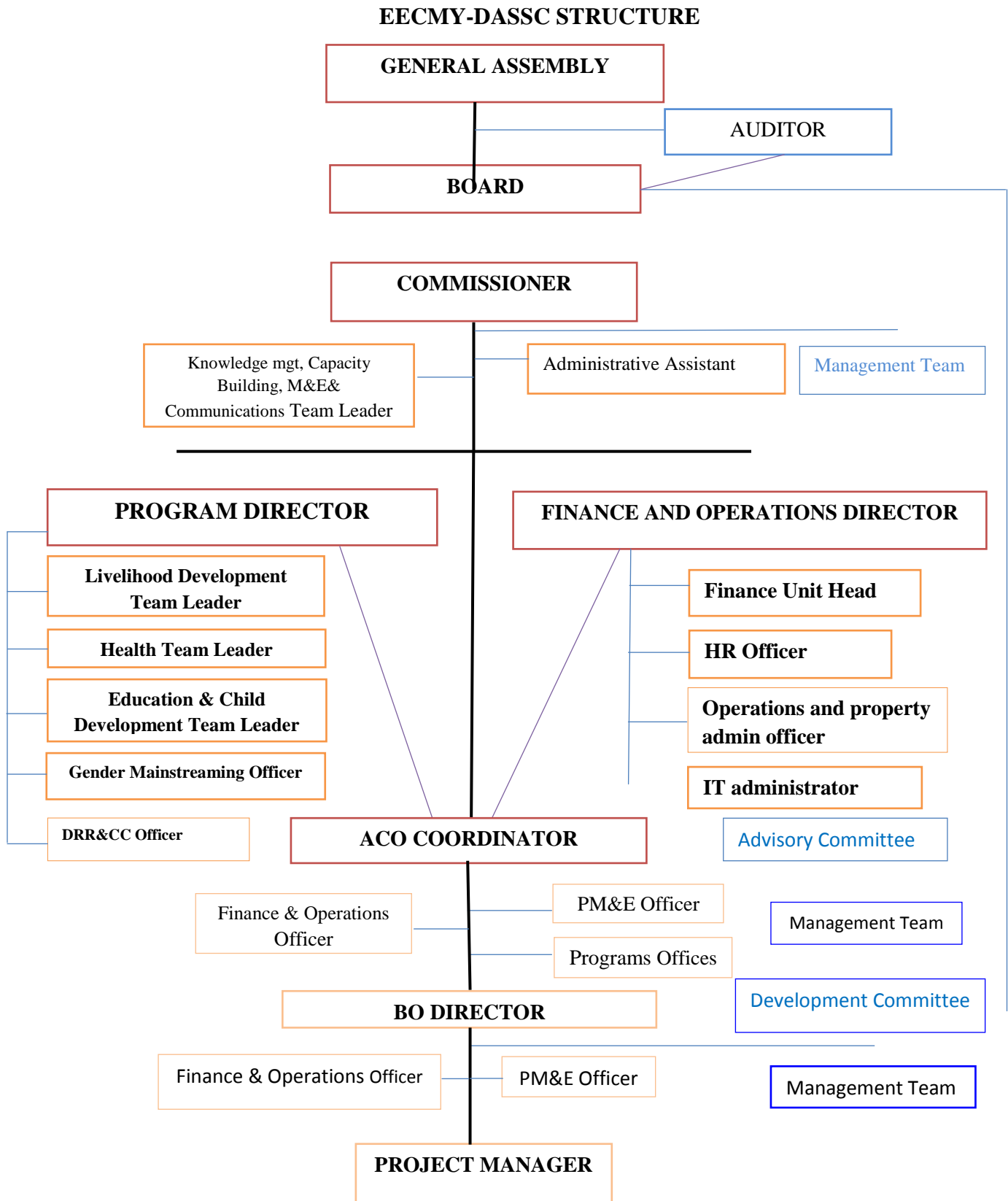
Mission: to demonstrate the love of Jesus Christ among the poor and disadvantaged people through promotion of human transformation and care for natural environment.

Values:

- ✚ Christian love in action for humanity and creation
- ✚ God-given freedom
- ✚ Stewardship and voluntarism
- ✚ Inclusive development
- ✚ Hard working culture
- ✚ Innovation and excellence
- ✚ Integrity, transparency and accountability
- ✚ Mutual Respect and Partnership

EECMY-DASSC has longstanding and reliable partnerships with different national and international organizations which have been providing major financial and expertise support to all sectors of services of the Commission. Well established church structures in most regions of the country have provided leverage to EECMY-DASSC to become familiar with specific geographical, social and cultural circumstances of communities and localities and serve their priority needs. Church structure being part of the community facilitated grassroots level works of the Commission to reach the most needy and vulnerable communities. EECMY-DASSC has strong network with other actors and has secured firm acceptance by local, regional and federal government bodies and collaborative relationships are being progressively strengthened. Development interventions initiated by communities and supported by EECMY-DASSC are contributing to the realization of the poverty reduction aims and national development policy targets. On average, the Commission is mobilizing over half a billion ETB per annum for implementing over 230 projects of diverse nature. All interventions contribute toward the achievement of national and global development plans (GTP and SDGs). Figure 1.1 shows the overall organizational structure of DASSC.

Figure 1.1 Organizational Structure



The program pillars are:

- Livelihood Development
- Education and Child Development
- Health and Nutrition and
- Humanitarian response

LIVELIHOODS DEVELOPMENT PROGRAM

The Livelihood Development program is identified to address multiple dimensions of poverty prevailing among the community. The concept of livelihood is that it comprises the capabilities, assets (material and social resources) and activities required for a means of living. A livelihood is sustainable when it enables people to cope with and recover from shocks and stresses (such as natural disasters and economic or social upheavals) and enhances their well-being and that of future generations without undermining the natural environment or resource base. Sustainable Livelihood Framework (SLF) will be applied as an approach for designing and managing the program. The framework considers five core asset/capital categories (human, financial, social, natural and physical) and relationships between these assets upon which the livelihood of the people are built. Improving the assets of the poor and increasing their access to and utilization of the assets is believed to address multifaceted poverty (material and non-material aspects). Promoting environment friendly climate smart agriculture is one of major focuses as it is the important pillar in improving livelihood of the community.

In recognition of the prevailing challenges such as rapid population growth, heavy dependence on rain fed agriculture, low production, degradation of soil fertility, recurrent drought, periodic floods, and degradation of natural resources, and building on positive policy environments for contributing towards the national development priorities and global commitment, EECMY-DASSC chose Livelihood Development as one of the pillar program themes for the coming five years. The program focuses on food security and nutrition; natural resource management; income generation and asset building and water, sanitation and hygiene.

The program, therefore, strives to achieve the following goal and strategic objectives:

Program Goal

Sustainably improve and enhance livelihoods of the rural and urban poor and vulnerable people.

Strategic Objectives:

SO 1: Enhance community capacity, asset building and improve food security at household level.

SO 2: Improve access to safe water supply, sanitation and hygiene

SO 3: Improve pastoralist community's livelihoods

SO 4: Create enabling environment to reduce situations inducing migration and human trafficking

EDUCATION AND CHILD DEVELOPMENT PROGRAM

In the coming strategic years, DASSC will continue targeting vulnerable and disadvantaged children (both pre-school and school age). The Commission will work with community institutions, local NGOs and government bodies to achieve the mission. The program will give a stronger attention for children with special needs. Special Needs Education (Scaling up its existing schools in terms of quality), vocational skills development among unemployed youth, enhancing quality education with due emphasis for girls' education, and improving the livelihoods of OVCs are the key focus areas.

Program Goal: Improve the wellbeing and productivity of children and youth through rehabilitation, protection and provision of quality and inclusive education.

Strategic Objectives

SO1: Improve the lives of Orphans and Vulnerable Children (OVC) to grow to productive adulthood

SO2: Improve wellbeing of children with special needs

SO3: Empower unemployed youth through vocational skills

SO4: Enhance girls' education

SO5: Enhance quality of education in church and community run schools

HEALTH AND NUTRITION PROGRAM

The third area of focus is health and nutrition. As an important international and national development area, EECMY-DASSC plans to build on its existing experience to continue working towards improved health status of its target community. The focus of this program will be on Sexual Reproductive Health, communicable diseases, Neglected Tropical Diseases, Nutrition, Sanitation and Hygiene.

Program Goal

Improve the health and nutrition status of the target communities

Strategic Objectives

SO1: Improve the sexual and reproductive health status of the target community (adolescents, youth, mother and child) through Social and Behavioral Change Communication (SBCC), system strengthening and health care services

SO2: Reduce the impact of communicable diseases among the target community (e.g. Malaria, Tuberculosis) by enhancing the skills and knowledge of target group

SO3: Improve nutritional status of the most vulnerable target community focusing on maternal and child nutrition

SO4: Improve health status of the target community affected by neglected tropical diseases (NTDs)

CROSS CUTTING ISSUES

In the coming five years, gender and development, disaster risk reduction, care for environment and climatic change adaptation are the key areas to be considered as crosscutting issues.

4.2.1. Gender and Development

The mainstreaming of gender in development interventions at large has improved the position of women and empowered them. The women have also benefited economically from the Commission's interventions. In addition, there is improvement in attitude towards women in the operational areas of DASSC. However, women are still bearing most of the reproductive and productive workload, and they continue to be at lower socio-economic status within societies. Subsequently, gender mainstreaming across the Commission's structure and programs will be further enhanced.

Program Goal: Enhance women's involvement in leadership and decision making at all levels

Strategic Objectives:

SO 1: Enhance gender mainstreaming in all DASSC programs and projects

SO 2: Increase involvement of women in decision making and leadership

4.4.2. Disaster Risk Reduction, Care for Environment and Climatic Change Adaptation

Climate change generates various kinds of risks for Ethiopia that would affect all sectors in the country. To address effects of climate change, the government of Ethiopia designed a climate resilience strategy focusing on two aspects – integrated disaster risk reduction and management and sectorial and regional climate adaptation strategy and action plans. To contribute towards this end, EECMY-DASSC is planning to incorporate DRR, care for environment and Climate change adaptation as cross cutting issue in its program interventions.

Program Goal: Enhance community capacity to care for environment and becomes resilient to climatic shocks

Strategic Objectives

SO 1: Enhance integration of NRM, care for environment, and climate change adaptation practices to build community resilience in all programs

SO 2: Enhance mainstreaming of community managed Disaster Risk Reduction strategies within all programs

1.3 Statement of the problem

The reason organizational culture was ignored as an important factor in accounting for organizational performance is that it encompasses the taken-for-granted values, underlying assumptions, expectations, collective memories, and definitions present in an organization. It represents “how things are around here”. It reflects the prevailing ideology that people carry inside their heads. It conveys a sense of identity to employees, provides unwritten and often unspoken guidelines for how to get along in the organization, and it enhances the stability of the social system that they experience. Unfortunately, people are unaware of their culture until it is challenged, until they experience a new culture, or until it is made overt and explicit through, for example, a framework or model (Cameron and Quinn, 2007). As asserted above, organizational culture even though it determines the required performance, the expected job satisfaction and

other major factors that will contribute to the success of any organization, has been neglected because of its nature to be hidden and difficult to identify.

Additionally, the existing studies conducted on organizational culture are on educational institutions and some others are conducted on industrial organizations focusing on marketing-communication. For instance, Ayalew (2014), Tigist (2016), Senait (2017), conducted a survey study on business organizations to examine the relationship organizational culture has with performance management practice and job satisfaction. Befekadu and Henock (2012) also conducted a research on the link between organizational culture and instructors' job satisfaction at St. Mary's university college. However studies conducted on assessing organizational culture from public relations perspective; which gives account to strategic communication is less.

The EECMY-DASSC in its 20 years existence has updated itself through time working with several governmental and NGO's to realize its mission and vision which is guided by its policy of "Wholistic ministry" aspiring to serve "the whole person". As nationally recognizable charity organization DASSC has developed its own organizational culture based on its internal and external communication and trends. This study tests out if the core values and the missions and visions of the organization (the explicitly communicated organizational culture) do exist in the route of the organization's functioning or system. This in return contributes to the existing knowledge gap, specifically from the public relations view which stresses the importance of strategic communication to promote its preferred organizational culture.

The focus of this study being on non-profit religious charity organization it raises the following points; DASSC's dominant organizational culture(s) on current situation; the preferred culture type of DASSC employees; the cultural gap between the existing dominant culture(s) and the preferred culture; strategic communication plan related to the organizations' culture.

1.4. Objectives of the study

1.4.1 General objective

The general objective of this study is to assess and analyze the existing predominant organizational culture(s) at the EECMY-DASSC.

1.4.2 Specific objectives

- To identify the dominant culture(s) type of DASSC in current situation
- To identify the employees' desired organizational culture for the future of DASSC
- To explore the cultural gap between the existing predominant culture and the preferred culture type
- To look into DASSC's strategic communication related to its existing organizational culture

1.5. Research questions

- ✓ How is the organization characterized based on its cultural analysis?
- ✓ What is the desired organizational culture for the organization to be more effective?
- ✓ Why is the importance of less cultural gap between the present and future culture type(s)?
- ✓ What is the strategic organizational communication of DASSC related to its dominant organizational culture?

1.6. Significance of the study

As the contribution of organizational culture is very much crucial in the effective functioning of any organization this study is of importance for EECMY-DASSC to identify its current culture and its preferred culture.

The findings of this assessment also help the management to know the perception of its employees about the existing culture and their desired future culture; contributing to the policy making of the organization.

After identifying its culture profile with the help of this study, the organization will be able to construct and promote the desired future culture in consideration of individual culture and organizational culture congruence, and also demands of the competitive environment.

In general this evaluation helps the organization (DASSC) to improve its internal strategic communication which makes a great difference in the organizations' cultural promotion and effectiveness.

1.7. Scope of the study

The EECMY-DASSC operates in all the regional states of Ethiopia and the two special City administrations (Addis Ababa and Dire Dawa). The Head Office is found in Addis Ababa Arada sub-city woreda6, around Amist-kilo area. Currently it has 26 Branch Offices located in different parts of the country, clustered into four Area Coordination Offices (ACOs) situated in Addis Ababa, Gimbi, Hawasa and Jimma. In consideration of carrying out the study efficiently within the timeframe the student researcher bounded the study's scope to the head office of EECMY-DASSC; the required data was collected from the employees working there.

Also organizational culture study by itself is a broader concept; including its own classifications, levels, approaches, and analysis; accordingly to conduct a deeper analysis the topic of the research focuses on assessing the existing predominant culture in the organization and the desired one, with no other dependent variable to include in this study.

1.8. Limitations of the study

As a student researcher there might be several challenges in the process of finalizing this study. The first expected limitation was lack efficient literature discussing organizational culture from the public relations view point.

Given that the study was conducted on the full scale base in which all the permanent employees of DASSC were included in the data gathering process, the student researcher encountered some difficulties to convince the employees to provide the required information.

The other challenge was the OCAI questionnaires' nature to need time and focus of the respondent; it requires all the subjects of this study to rate their organization both in the current and preferred section. This questionnaire is built with 6 broad items, consisting 4 alternatives each. Respondents have 100 points to divide among these 4 alternatives; the alternative they believe characterizes their organization gets greater point and other alternatives also be credited accordingly. But the total point of the four alternatives has to be exactly 100. Therefore the student researcher has to make an effort to encourage employees to fill the questionnaire tolerantly.

The other main challenge was collecting and analyzing the required data within the timeframe. Even if the time given was adequate for finalizing master's thesis, this specific study took extended time than the deadline. This was because of the employees' frequent fieldtrip and some fragmentary data needing time for change and adjustment, certainly demanded the student researcher to be wise and work harder.

1.9 Organization of the study

This study is organized into five chapters. Chapter one deals with the background, statement of the problem, objectives of the study and research questions, significance of the study, delimitation of the study, operational definition of key terms and organization of the study. Chapter two contains a review of the literature on the concepts of organizational culture. The third chapter covers the research design and method of the study. The fourth chapter discusses about presentation, analysis and interpretation of the data. Finally, Chapter five includes the conclusions from the study, a summary of the findings and recommendations.

Chapter Two

Review of Related Literature

2.1. The Concept of Strategic Organizational Communication

2.1.1. Definitions of Organization

According to Keyton (2005), an *organization* is a dynamic system of organizational members, influenced by external stakeholders, who communicate within and across organizational structures in a purposeful and ordered way to achieve a super ordinate goal. With this definition, an organization is not defined by its size, purpose, or structure. Rather, an organization is defined by the linguistic properties that reside in its internal and external communication interdependencies (Deetz, 1992; Weick, 1979). An organization can change its physical location and replace its members without breaking down because it is essentially a patterned set of discourses that at some point in time were created by the members and codified into norms and practices that are later inherited, accepted, and adapted to by newcomers. Because an organization emerges through communication, it is always being constituted; it is "a property of communication" (Taylor & Van, 2000).

An organization is also a real and practical place (Boden, 1994; Kuhn & Ashcraft, 2003). Several streams of communication through multiple channels in multiple contexts continually constitute the organization. Face-to-face informal conversations among a group of coworkers, a written performance evaluation of a subordinate by a superior, telephone conversations between customer service agents and clients, a formal meeting among executives with others sitting in via electronic conferencing, and a persuasive plea by an employee to a boss for an extra day of vacation prior to a holiday-all constitute ongoing moments of the organization. It is a flexible, interactional system comprised of layers of ongoing conversations. Although it is common to reference *the* organization, it is not necessarily a monolithic or unified actor (Martin, 2002; Trice & Beyer, 1993; Weick, 1985). It is a symbolic and social construction of the ongoing and overlapping conversations of its members (Taylor & Van, 2000).

2.1.2. Corporate Communication

Corporate communication is an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships with groups upon which the company is dependent (Riel, 1995).

Riel and Charles also stated that “Corporate communication” encompasses marketing communications, organizational communications, and management communications. By “corporate communication”, we mean a coherent approach to the development of communications in organizations, one that communication specialists can adopt to streamline their own communications activities by working from a centrally coordinated strategic framework.

Corporate communication adopts a “corporate” point of view. Derived from the Latin “corpus” meaning “body” or “the whole”, it invites communication specialists to focus, first and foremost, on the problems of the organization as a whole. Corporate communication therefore addresses the fulfillment of organizational objectives. Developing a corporate communication perspective does not require establishing a new function in organizations. Rather, it invites bringing down the traditional “Chinese Walls” that exist in most organizations between segmented communication functions.

Since the 1980s, the perspective of “corporate communication” has found a receptive ear at senior levels and among communication specialists. In the Netherlands, for instance, early proponents of corporate communication were inspired by consulting firms. They found an appreciative audience in large companies and large government institutions. Most of the time, they stimulated companies to launch corporate image campaigns, and recommended increased uniformity in communication policies (Riel and Charles, 2007).

2.1.3. Internal Communication

Quoted by Tench and Yeomans(2009); internal communication is ‘the planned use of communication actions to systematically influence the knowledge, attitudes and behaviors of current employees’ (Stauss and Hoffmann, 2000).

As Wood (2001) argued, organizational rhetoric often quotes the fact that ‘our people are our most important resource’, but the reality of whether this resource is cared for is patchy. New initiatives like Investors in People¹ enable companies to focus on their workforce, but even these are sometimes followed in a mechanistic way. Companies can survive and indeed prosper without taking the needs of their workforce into account. However, it is generally agreed that good external relations and policies should have a solid foundation on good internal communications, that an informed workforce is more likely to be motivated to work productively, and that this reinforces the company’s license to operate in its community where a substantial number of employees are likely to live.

She argues also Good internal communications may not just be about differentiating your company in terms of consumer branding. Employees are not a homogeneous stakeholder group, but consist of workers, management and board, who perform different functions within the organization, such as production, administration, and services. Unions may negotiate on behalf of different groups of employees.

Communication operates in many ways within an organization, flowing downwards from senior directors and management to workers, upwards from the shop floor, and between groups and individuals. Some routes may work well, others may be blocked. How they work is normally a product of the culture of the organization, whether it involves employees or not. When communication does not work the grapevine steps in to fill the gap. The grapevine, made up of rumor and gossip, is not controlled or controllable. It is always in existence, but its effects can be moderated if communication flows are working well. Problems may arise if the grapevine is the only form of communication, or is seen as more reliable or important than information sent by management.

Internal communication (IC) is a growing specialism inside the broader field of PR. While PR has traditionally communicated news and information to an organization’s employees through a house magazine or staff newsletter (and still does), this internal communication role has

expanded alongside the need for organizations to communicate strategically with all their external stakeholders (Yeomans, 2009).

Internal communication is not just a concern for multinational or large organizations that need to communicate with thousands of employees. While it is essential for an international company like Sony or BT to have a sophisticated two-way communication system in order to engage with their employees worldwide, a small, family owned printing firm also benefits from information sharing and feedback to help the business perform better. Internal communication is also regarded as essential where an organization is rebranding; management has to develop a clear understanding of what employees think – as well as understanding external perceptions.

Public organizations also use internal communication. Hospitals need to tell staff about changes in government policy, but also to involve staff in improving the services to patients. In the UK, public organizations regularly survey staff attitudes to determine communication effectiveness.

2.2. The concept of organizational culture

2.2.1. Culture

According to Schein (2004) Culture is both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior.

Also as cited by Testa and Sipe(2012) culture is *the collective sum of beliefs, values, meanings and assumptions that are shared by a social group and that help to shape the ways in which they respond to each other and to their external environment (House, Wright and Aditya; 1997).*

2.2.2. Organizational culture

When one brings culture to the level of the organization and even down to groups within the organization, one can see clearly how culture is created, embedded, evolved, and ultimately manipulated, and, at the same time, how culture constrains, stabilizes, and provides structure and meaning to the group members.

Cited by Dale(2012) Scholars began to examine organizational culture to help leaders and managers better make sense of organizational characteristics in order to manage both orderliness

and chaos, and to improve organizational effectiveness, performance, and change within the workplace (Trice & Beyer, 1993).

An organization's culture is reflected by what is valued, the dominant leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique. Inside an organization, subunits such as functional departments, product groups, hierarchical levels, or even teams may also reflect their own unique cultures (Cameron and Quinn, 2006).

According to Smith and Vecchio (2012) Norms, values, and premises are reflected in the informal systems that emerge within the company over time the habits and routines that develop, and the unwritten understandings that people gain about "how business gets done around here," and "what it's like out there. Norms, values, and premises are also reflected in the firm's institutionalized arrangements, which include formal management systems (measurement and reward systems, information systems, planning systems, and training systems, etc.), and written policies covering common situations that occur.

As cited by Smith and Vecchio; through organizational experience and the emergence of social processes, people develop common ways of interpreting events, and attitudes about what is important and what actions should be taken under given conditions (Wilkins, 1979).

Jermier, Slocum, Louise, and Gaines (2012) stated that, it is important to understand that an organizational culture consist both shared beliefs and more tangible manifestations of those beliefs, such as patterns of conduct and physical objects. Thus organizational culture has to components; one is material; the other is ideational. Search for an organizational culture's covert layers of meaning leads to the ideational component. More specifically, it leads to the domain of shared beliefs of the organization's mission and desirable standards of conduct.

2.2.3. Types of organizational culture

- Hierarchy: an organization that focuses on internal maintenance with a need for stability and control.
- Market: an organization that focuses on external maintenance with a need for stability and control.
- Clan: an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.

- Adhocracy: an organization that concentrates on external positioning with a high degree of flexibility and individuality.

The first major organizational culture is called Hierarchy which is based on classical attributes of bureaucracy; in which large emphasis is given to rules, specialization, meritocracy, hierarchy, and accountability. The work environment is formalized and structured and effective leaders are expected to be good coordinators and organizers. While maintaining a smooth-running organization is important, a prior concern is given to stability, predictability and efficiency. Formal rules and policies are likely the glues holding the organization together, further more procedures govern what people do.

The second one is Market culture which refers to the ‘market form of an organization’; a type of organization that functions as a market itself. It is oriented towards the external environment instead of internal affairs; it focuses on transactions with external constituencies to create competitive advantage. It operates through economic market mechanism, mainly money exchange and the primary objectives are profitability, bottom-line results, strengthening market niches, stretch targets and secure customer bases. The core values are competitiveness and productivity, for his reason leaders are expected to be hard-driving producers and competitors also tough and demanding. Success is measured by the market share and penetration, further the emphasis on winning keeps the organization as a whole.

The clan culture is the third one which emerged first in Japanese firms. This culture type is characterized as family type with shared values and goals, cohesion, participative-ness, individuality and sense of ‘we-ness. The work environment is managed through team work and employee development; team work, employee involvement programs and corporate commitment to employees is its doctrine. It strives to develop human work environment and customers are considered as partners. As loyalty to the organization and its tradition bonds the organization together, success is measure through internal climate and concern for people.

The forth culture type is Adhocracy; the root word was “ad hoc” implying something temporary, specialized, and dynamic. The concept became known on the 20th century shift of industrial age to information age; that lead to the emergence of the new organizing form. The business here is all about developing new products and services and preparing for the future and the task of

management is to foster entrepreneurship, creativity, and activity “on the cutting edge”. It does not have centralized power or authority relationships, rather power flows from individuals to individuals or from task team to task team, as a result uncertainty, ambiguity, and information overload are typical. Emphasis given to individuality, risk taking, and anticipating the future is high, consequently people stick their necks out and take risks and they are committed to experimentation and innovation. Success is measured based on producing unique and original products and services.

2.2.4. Functions of organizational culture

The cultural functions are the basis for the 'survival-learning process' that generations of organizational members go through and constitute the areas where the organizational culture is especially visible. In particular culture is developed in relation to 'mission and strategy', 'group boundaries', 'power and status', etc. because these are critical functions in the organization which are needed to insure the organization's survival and, thus, problems that the organizational members must address and discuss in the organization's development Schultz(1995).

The process of culture formation is, in a sense, identical to the process of group formation i that the very essence of "group-ness" or group identity, the shared patterns of thought, belief, feelings, and values that result from shared experience and common learning results in the pattern of shared assumptions... without a group there can be no culture and without some shared assumptions, some minimal degree of culture, we are really talking only about an aggregate of people, not a group (Schein, 1992).

Schein (1992) defines eleven problem areas within external adaptation and internal integration in relation to which culture's functions are involved.

External adaptation	Internal integration
Mission and strategy	Common language and conceptual categories
Goals	Group boundaries and criteria for inclusion and exclusion
Means	Power and status
Measurement	Intimacy, friendship and love
Correction	Rewards and punishment
	Ideology and religion

Table 2.1 the Problem of Internal Integration and External Adaptation where Culture Develops and Functions; Schein (1992)

2.3. Approaches to organizational culture

2.3.1. The competing value framework

It is impossible to ever include every relevant factor in diagnosing and assessing organizational culture. One more element can always be argued to be relevant. To determine the most important dimensions on which to focus, therefore, it is important to use an underlying framework, a theoretical foundation that can narrow and focus the search for key cultural dimensions. The most appropriate frameworks should be based on empirical evidence, should capture accurately the reality being described and should be able to integrate and organize most of the dimensions being proposed. That is the purpose of using the Competing Values Framework to diagnose and facilitate change in organizational culture.

Campbell and his colleagues (1974) created a list of thirty-nine indicators that they claimed represented a comprehensive set of all possible measures for organizational effectiveness. That list of indicators was analyzed by Quinn and Rohrbaugh (1983) to determine if patterns or clusters could be identified. Since thirty-nine indicators are too many to comprehend or to be useful in organizations, they sought a more parsimonious way to identify the key factors of effectiveness. Those thirty-nine indicators of effectiveness were submitted to a statistical analysis, and two major dimensions emerged that organized the indicators into four main clusters.

One dimension differentiates effectiveness criteria that emphasize flexibility, discretion, and dynamism from criteria that emphasize stability, order, and control. That is, some organizations are viewed as effective if they are changing, adaptable, and organic. Other organizations are viewed as effective if they are stable, predictable, and mechanistic—for example, most universities, government agencies, and conglomerates such as Boeing are characterized by longevity and staying power in both design and outputs. The continuum ranges from organizational versatility and pliability on one end to organizational steadiness and durability on the other end.

The second dimension differentiates effectiveness criteria that emphasize an internal orientation, integration, and unity from criteria that emphasize an external orientation, differentiation, and rivalry. That is, some organizations are viewed as effective if they have harmonious internal

characteristics. Others are judged to be effective if they are focused on interacting or competing with others outside their boundaries that is, for having units adopt the attributes of the local environment more than a centrally prescribed approach. The continuum ranges from organizational cohesion and consonance on the one end to organizational separation and independence on the other.

Together these two dimensions form four quadrants, each representing a distinct set of organizational effectiveness indicators. These indicators of effectiveness represent what people value about an organization's performance. They define what is seen as good and right and appropriate. The four clusters of criteria, in other words, define the core values on which judgments about organizations are made. What is notable about these four core values is that they represent opposite or competing assumptions.

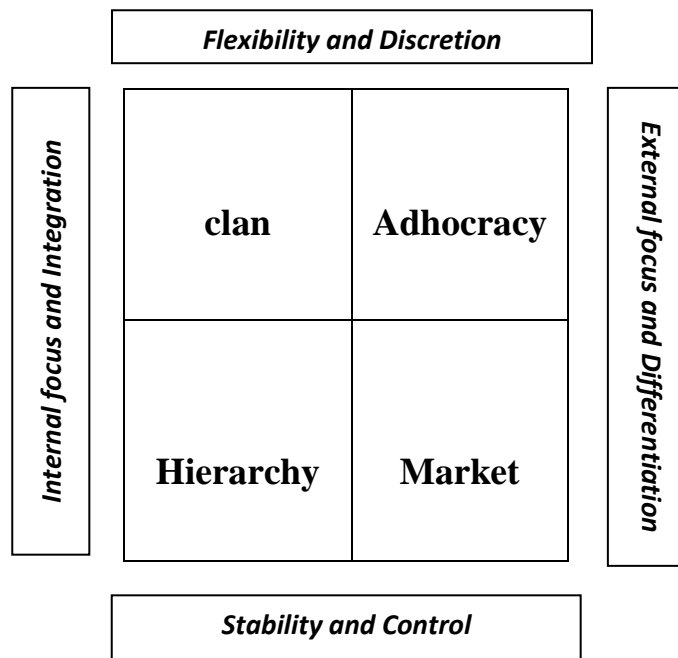


Figure 2.1. The Competing Values Framework (Quinn and Rohrbaugh, 1983)

To the left in the graph, the organization is internally focused (what is important for us, how do we want to work) and to the right, the organization is externally focused (what is important for the outside world, the clients, the market).

At the top of the graph, the organization desires flexibility and discretion, while at the bottom, the organization wants the opposite values: stability and control.

Clan culture is internally focused with flexibility and discretion. It is characterized by a sense of cohesion, strongly shared goals and involvement of all employees. Adhocracy culture is externally focused with flexibility and discretion. It is characterized by openness to change and orientation to outside world, adaptability and innovation. Market culture is externally focused with stability and control. It is characterized by productivity, consistency, results, bottom line, clarity about customers and a sense of external mission combined with control. Hierarchy culture is internally focused with stability and control. It is characterized by formal structures, policies, procedures and focus on consistency. Organizations that lie in the left side of theOCAI matrix (Clan and Hierarchy) are classified as be internally focused (I), whereas organizations in the right side (Adhocracy and Market) are classified as externally focused (E). Organizations that lie in the upper half of theOCAI matrix (Clan and Adhocracy) are classified as flexible (F), whereas organizations in the bottom half of the matrix (Market and Hierarchy) are classified as stable (S).

2.3.2. The three levels of culture model

According the Schein, organizational culture is the *learned* result of group experiences, and it is to a large extent unconscious (Schein, 1994). Schein considers culture to be a three-layer phenomenon. Organizational culture can be examined on different levels.

The first level of culture consists of visible organizational processes and various artifacts. For example, dress codes and the general tidiness of the workplace are artifacts that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behavior, which is a cultural artifact, is also influenced by countless factors other than a company's culture (Schein, 1994). Cultural artifacts can be considered to include accident statistics, sick leave and corresponding indicators, which, correctly interpreted, can be used to form conclusions about the deeper characteristics of an organization's culture. This interpretation requires effective and diverse research methods and an understanding of the internal dynamics of the culture.

The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophy. Espoused values, however, do not always reflect a company's everyday operations. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions which is the third level (Schein, 1994).

Underlying assumptions relate to the group's learned solutions to problems relating to external adaptation and internal integration. These solutions gradually become self-evident assumptions that cannot be called into question later. Problems related to *external adaptation* concern views of an organization's tasks and objectives as well as the means to implement and assess them. A solution has to be found for them so that the organization can function and succeed in its environment. Problems related to *internal integration* and to maintaining operating capacity concern the creation of a common language and concepts, defining group limits, the level of authority relationships and interaction, as well as methods of reward and punishment. A solution has to be found for these so that members of the organization can function together in an organized and predictable working community (Schein, 1994).

Chapter Three: Methodology

3.1. Research method

According to Girma (2014) a research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

Descriptive research relies on observation as a means of collecting data. It attempts to examine situations in order to establish what is the norm that is, what can be predicted to happen again under the same circumstances Walliman (2006).

‘Observation’ can take many forms. Depending on the type of information sought, people can be interviewed, questionnaires distributed, visual records made, even sounds and smells recorded. The important point is that the observations are written down or recorded in some way, in order that they can be subsequently analyzed. It is important that the data so collected are organized and presented in a clear and systematic way, so that the analysis can result in valid and accurate conclusions.

Since this study is concerned with describing the characteristics of a particular individual or of a group, this research is designed in descriptive method of the fact, because descriptive method provides sufficient and relevant information about the topic.

3.2. Research approach

These days within the development of social science research and the researchers’ decision in conducting the study, it is unlikely to find pure qualitative or quantitative research method. Researchers use both methods to obtain the information required.

The obvious assumption behind the use of mixed method is that integrating qualitative and quantitative methods about a situation results better understanding than using only one of the pure methods (Deribsa, 2018). Dornyei (2007) also claims that we can gain a better understanding of a complex phenomenon by converging numeric trends from quantitative data and specific details from qualitative data. Words can be used to add meaning to numbers and numbers can be used to add precision to words.

For a rich and better data gathering and analysis within the time and budget available the student researcher employed a combination of qualitative and quantitative research method.

3.3. Sampling technique

This study employed census survey; OCAI standard questionnaire developed by Cameron and Quinn (1999) to identify the organizational culture DASSC has developed and also to reveal the employees' perception of a preferred culture type. As Parker (2011) discussed census survey one of the greatest advantages of a full-scale/census survey is that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented. No one person or group can feel slighted or left out. Conducting census surveys gives the ability to collect better demographic data across the population. Demographic items such as age, tenure, location, function, ethnicity, education and intent to leave can be used to create subsets of the population. Demographic data can be used to enhance the depth of clarity surrounding critical organizational issues.

Purposive sampling technique was also used to select subjects for the interview process which are from the head office and the area coordination office; human resource manager, public relations officer, communication team leader, the program manager and area coordination manager in this particular case. As the name implies purposive sampling technique depends on the judgment of the researcher who is responsible to pick a subject or case that could better provide wide and rich information on the topic in focus.

As discussed by Rose (cited in Asrat, 2014), sample sizes larger than 30 and less than 500 are appropriate for most research. Therefore this organizational culture assessment project is of full scale survey while employing the OCAI questionnaire. The questionnaire was distributed to all 40 professional and support staff members of the head office.

3.4. Method of data collection

Research regarding organizational culture is often quite different from traditional social science research. The researcher usually uses qualitative methods of observation, including participant observation, nonparticipant observation, archival analysis, and interviews. The researcher then

tries to gain an understanding of the culture that is grounded in these local and detailed observations. Finally, the researcher shares this cultural understanding with readers through tales that reflect the complex, emergent, and interactional performance of a particular organizational culture (Miller, 2012).

The best data collection approach for any study is that which yield data that best meet the research purpose and answer the research questions (Darlington and Scott, 2002). The student researcher in this particular study employed both qualitative and quantitative data collection techniques to be more effective in gathering both primary and secondary data depending on their suitability for the study.

3.5. Primary data collection method

The original and fresh data which is referred as 'primary data' will be collected using both qualitative and quantitative data gathering techniques;

- **Questionnaire**

Well structured and focused questionnaires are cost and time effective data collection methods to address even a relatively large number of subjects in any research project. Organizational culture assessment instrument (OCAI) was used to diagnose the organizational culture.

The OCAI developed by Cameron and Quinn (1999) is in the form of a questionnaire that requires individuals to respond to just six major topics consisting of 4 items each. Respondents are required to rate each alternative from 100%, in both "Now" and "Preferred" column. The questionnaire uses a response scale in which individuals divide 100 points among alternatives. Respondents were asked to give higher points to the one alternative that much's their organization, and less point the differing.

The purpose of the Organizational Culture Assessment Instrument (OCAI) is to assess six key dimensions of organizational culture that helps to identify the dominant culture type (Cameron and Quine, 2007). The EECMY-DASSC as a national charity organization has many employees working in the head office, area coordination offices, and several other projects under the organization. The main focus of this study being on the head office using questionnaire to collect data is ideal.

- **Interviews**

Additional to the relatively large data that was collected using the OCAI questionnaire the student researcher also interviewed the program Director, the PRO, the HRM, the communication team leader and the area coordination manager which are considered to be key informants on the topic. The interview is semi-structured so as to ask follow up questions; it has 16 questions mainly about the organizations' general outlook, strategic focus, communication plans, internal interactions, and its in-house trends.

- **Nonparticipant observations**

For any organizational culture study observation is a must, even most cultural studies with wider time frame and appropriate budget are conducted with only observation.

In particular, because the metaphor of culture was borrowed from the field of anthropology, many scholars have turned to an anthropological method—ethnography—for the investigation of organizational culture. The term *ethnography* means the “writing of culture,” and ethnographic methods differ dramatically from traditional social science techniques (Goodall, 2000). To begin with, an organizational ethnographer approaches an organizational culture as a “text” to be read. In order to decipher this cultural text, an ethnographer will try to become immersed in organizational life.

Even if the student researcher found it difficult to engage in the organizations life on daily bases, through the help of a check list the student attempted to observe the physical and moral environment within and around the organization. Spending relatively adequate time with the employees (on their office times and also breaks) was also helpful to identify the formal and informal communication nature and other trends of the organization.

3.6. Secondary data collection method

The secondary data which is previously recorded in different forms, which might also be published or unpublished, could serve as an important input in the data gathering process. This type of data was collected through document or archival analysis. This recorded data includes previous researches conducted on the organization, strategic plans, annual reports, brochures, and the official website of the organization. This documents gave the student researcher adequate background information about DASSC.

3.7. Method of data analysis

It has been suggested by many that we can gain better understanding of a complex phenomenon by converging numeric trends from quantitative data and specific details from qualitative data. Words can be used to add meaning to numbers and numbers can be used to add precision to words. Mixed methods research is particularly appropriate for such multi-level analysis because it allows investigators to obtain data about both individual and the broader societal context. (zoltan, 2007)

Narrative analysis is a strategy that recognizes the extent to which the stories we tell provide insights about our lived experiences. Through analytical process that helps us detect the main themes, people give about their lives and we learn how they make sense of their narratives. (Derbisa, 2018)

After the required data was gathered the quantitative data was analyzed using SPSS. SPSS according to Daniel (2004) is probably the most common statistical data analysis software package used these days and also it is quite user-friendly and does everything we need it to do.

Descriptive statistics were used to illustrate the characteristics of the study participants and also to calculate the result of OCAI in both the existing and future basis. The student researcher also analyzed the qualitative data in narrative way that supported to further explain the descriptive analysis.

Chapter Four

Data Presentation, Analysis and Interpretation

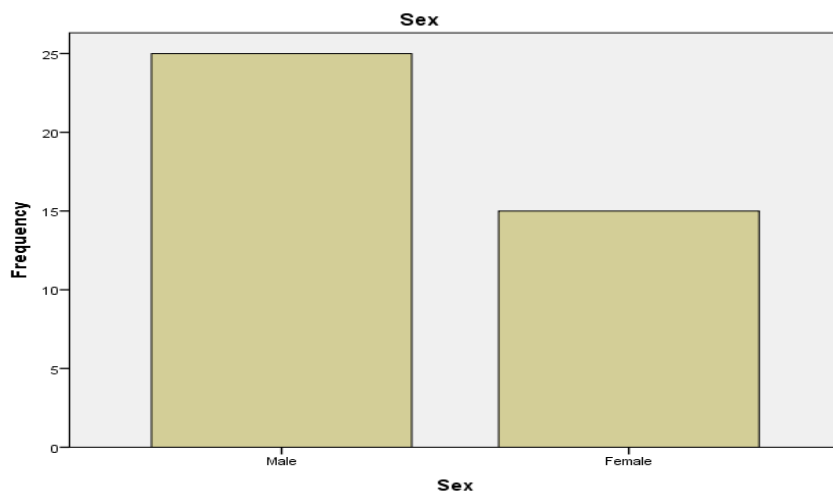
The present chapter deals with the analysis and interpretation of the data gathered from the employees of DASSC. It has two parts; the first section deals with the demographic characteristics of respondents and the second one is the analysis and interpretation of the data collected through OCAI in harmony with interviews and observations of the student researcher.

4.1. Demographic characteristics of respondents

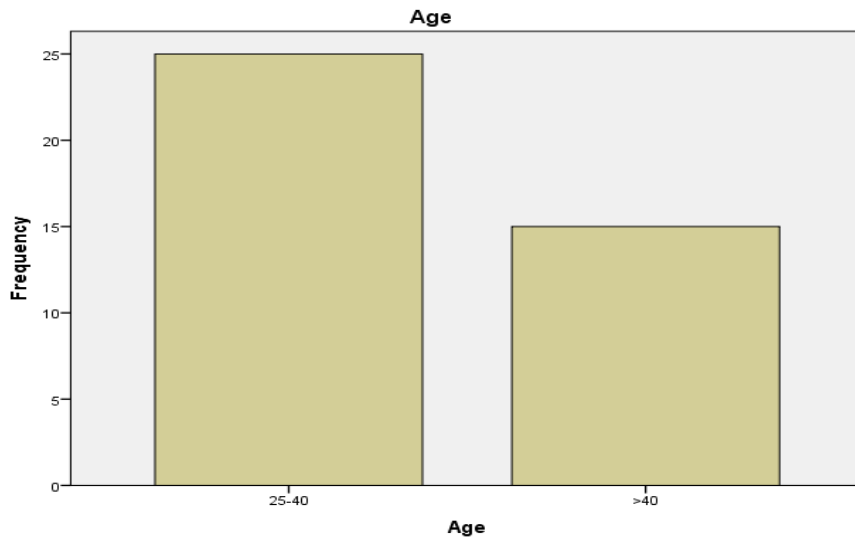
DASSC as nationwide faith-based charity organization has many employees working at the head offices, area co-ordination offices, and numerous projects all over the country. Since the focus of this study was on the head office, all 40 permanent employees were involved; including professional staff, admin, and the support staff.

This part analyses the characteristics of 40 respondents who returned valid questionnaire for the study. Descriptive statistics was done using frequency counts and percentage for demographic information such as gender, age, educational qualification, job category, and years of service at DASSC.

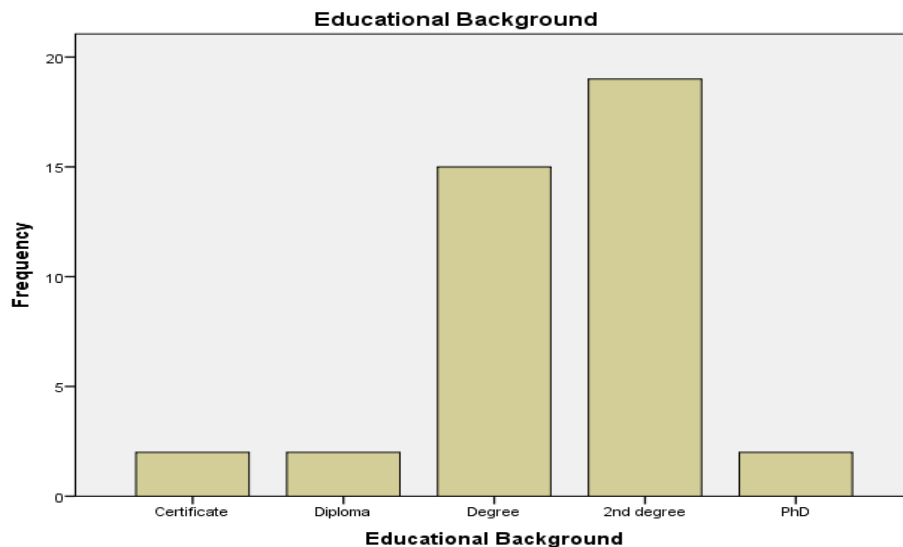
The general characteristics of respondents are discussed below;



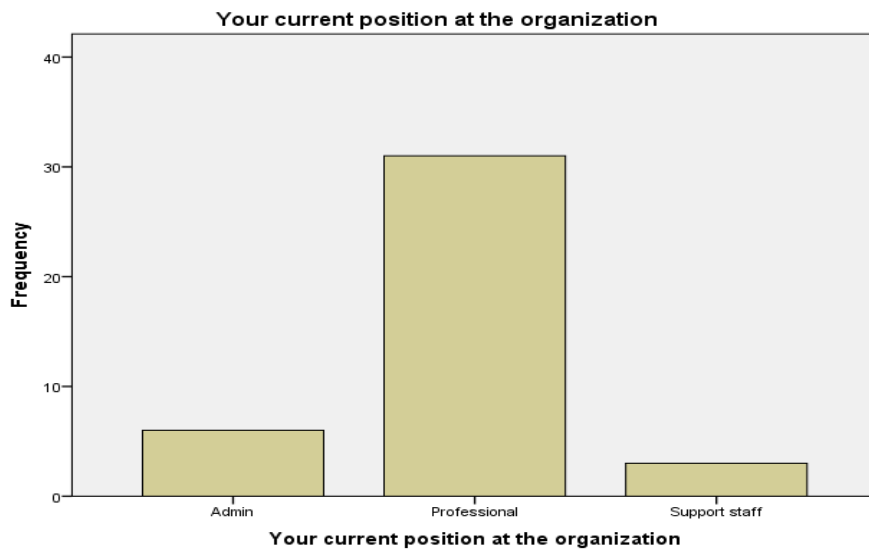
The SPSS output based on the response collected through the OCAI shows that Male employees are 62.5% (25) and Female Employees are 15 which are 37.5%. As this information implies at the Head office of DASSC male employees are dominant in number.



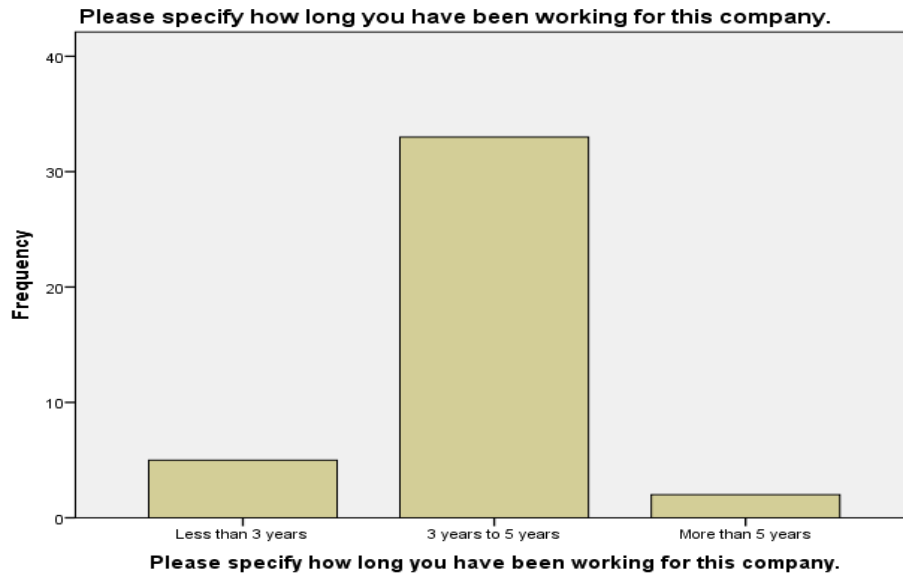
The age distribution here shows that 62.5% of the employees age between 25 to 40 years. And the rest 37.5% are aged above 40 years. This implies that DASSC has adult employees who are relatively experienced.



As table4.3 categorize the educational background of the employees as; 5% certificate holders, 5% Diploma, 37.5% First degree, 47% second degree and finally the rest 5% PhD holders. As the chart shows the majority holds second degree and first degree. This data shows that the employees of DASSC are professionals in their field; the least requirement of the organization is elementary certificate.



As shown on the table4.4 77.5% of the respondents are from the professional staff, 15% from the management, and 7.5% are from the support staff.



Based on the information on table 4.5 82% of the employees have worked 3 to 5 years for the company, the 5% have less than 3 years experience, and finally 12.5% of the employees have worked for at least more than 5 years. This shows that in DASSC new employees are less, which means the existing permanent employees are familiar with the organizations' internal/external tasks and there also exists social interaction within the organization.

4.2. Descriptive Statistics: Attributes of Organizational Culture

The 24 items listed on the OCAI were clustered into six (6) attributes of culture; from which dominant culture type(s) are recognized. Here below the descriptive analysis of each attribute in the current situation is discussed in a way that could mark the mean difference and standard deviation.

Table 4.6 Dominant characteristics

	N	Mean	Std. Deviation
The organization is a very personal place. It is like an extended family. People seem to share a lot of them-selves.	40	32.62	10.604
The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.	40	17.68	9.488
The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	40	15.25	7.239
The organization is a very controlled and structured place. Formal procedures generally govern what people do.	40	27.95	10.340
Valid N (list wise)	40		

In regard to the dominant characteristics the highest mean scored (Mean=32.62, SD=10.604) i.e. the organization is very personal place. It is like an extended family. People seem to share a lot of them-selves. And the item scored the lowest mean (Mean=15.25, SD=7.239) i.e. the organization is very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks. This implies that the organization has more of a clan culture and less of a market and adhocracy culture regarding its dominant characteristics.

The second highest mean (Mean=27.95, SD=10.340) i.e. the organization is very controlled and structured place. Formal procedures generally govern what people do; also implies that the organization also has hierarchy culture.

Table4.7 Organizational Leadership

	N	Mean	Std. Deviation
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	40	25.78	9.794
The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	40	15.90	6.861
The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, Results-oriented focus.	40	7.80	8.324
The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	40	31.80	12.329
Valid N (list wise)	40		

As the descriptive statistics regarding the Organizational Leadership illustrates; the leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency scored the highest mean (Mean=31.80, SD=12.329), and the leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing got the second highest mean (Mean=25.78, SD=9.794).

The item scored the lowest mean (Mean=7.80, SD= 8.324) is the non-sense, aggressive, result-oriented focus type of leadership. These figures tell that the organizational leadership is dominated by the Hierarchy culture, the clan type of leadership is also relatively higher and here also the adhocracy and market culture type of leadership scored the lowest mean.

Table 4.8 Management of employees

	N	Mean	Std. Deviation
The management style in the organization is characterized by teamwork, consensus, and participation.	40	33.20	11.280
The management style in the organization is characterized by individual risk taking, innovation, Freedom and uniqueness.	40	15.62	8.091
The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	40	8.55	7.387
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	40	32.15	10.767
	40		

In regard to the management of employees; the management style in the organization is characterized by team work, consensus, and participation scored the highest mean (Mean=33.20, SD=11.280) the second highest mean (Mean=32.15, SD=10.767) is the security of employment, conformity, predictability, and stability in relationship kind of management style.

The lowest mean (Mean=8.55, SD=7.387) is the type of management with hard-driving competitiveness, high demands, and achievement characteristics. These statistics again show the dominance of clan and hierarchy culture respectively in regard to the organization's management of employees. The lowest mean of the management style which represents market culture shows the absence of competitiveness and high demand.

Table 4.9 Organizational glue

	N	Mean	Std. Deviation
The glue that holds the organization together is loyalty and mutual trust. Commitment to this Organization runs high.	40	33.12	13.137
The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	40	13.02	7.159
The glue that holds the organization together is the emphasis on achievement and goal accomplishment.	40	18.92	5.274
The glue that holds the organization together is formal rules and policies. Maintaining a smooth running organization is important.	40	28.55	9.290
Valid N (list wise)	40		

Concerning the organizational glue the statistics show the highest Mean (Mean=33.12, SD=13.137) for the glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. The second highest mean (Mean=28.55, SD=9.290) is the one stating formal rules and policies as a glue and maintaining a smooth running organization as important.

The lowest mean (Mean=13.02, SD= 7.159) the glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge; this implies the lack of commitment to innovation and developing new strategies that could motivate employees as a whole. The major culture type in this regard is also clan and hierarchy respectively.

Table 4.10 Strategic emphases

	N	Mean	Std. Deviation
The organization emphasizes human development. High trust, openness, and participation persist.	40	29.52	10.534
The organization emphasizes acquiring new resources and creating new challenges. Trying new Things and prospecting for opportunities are valued.	40	20.50	6.797
The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	40	7.33	9.469
The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	40	30.80	13.413
Valid N (listwise)	40		

The strategic emphasis is also another attribute of culture; in this regard the highest mean (Mean=30.80, SD=13.413) the organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important. And the second highest mean (Mean=29.52, SD=10.534) the organization emphasizes human development. High trust, openness, and participation persist.

The lowest mean (Mean=7.33, SD=9.469) competitive actions and achievements as strategic emphasis. Hitting stretch targets and winning in the marketplace are dominant. Here the strategic emphasis attribute shows the dominancy of hierarchy and clan culture in that order. And the lowest mean shows the organization has no purpose of competing with the marketplace.

Table 4.11 Criteria for success

	N	Mean	Std. Deviation
The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	40	30.10	11.688
The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	40	18.35	7.259
The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	40	9.62	11.557
The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.	40	32.43	15.415
Valid N (list wise)	40		

The last attribute titled as criteria for success as presented on table 4.11 lists the highest mean (Mean=32.43, SD=15.415) for the alternative i.e. the organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production is critical.

The next highest score (Mean=30.10, SD=11.688) i.e. the organization defines success on the basis of human resources development, team work, employee commitment, and concern for people.

The lowest mean (Mean=9.62, SD=11.557) i.e. competitive market leadership as a key to success. These statistics shows the dominancy of hierarchy and clan culture in that order.

Dominant Organizational Culture type(s)

Based on the descriptive statistics of the attributes of Organizational Culture the dominant Culture type(s) can be identified. Each item (four in every attribute listed) within the six attributes present the four types of organizational culture; Clan, Adhocracy, Market, and Hierarchy respectively. The next tables summarize the points given to each culture type in both the “now” and “Preferred” columns; by aggregating the same culture items and then comparing with other culture types.

Table 4.12 The Dominant Culture type(s) in the current situation

Culture types	Total point	Average point	Percent
Clan	7,374	1,229	34.47%
Adhocracy	3,946	657.67	18.18%
Market	2,796	466	13.07%
Hierarchy	7,347	1,224.5	34.28%
SUM	21,436		100%

Table 4.12 shows the aggregate number of points given to each culture type on the “now” column. From this table the dominant culture type(s) are recognizable based on their point difference; consequently clan (34.47%) and hierarchy (34.28) by sharing larger percent are identified as Dominant culture types of DASSC. Adhocracy (18.18%) and market (13.07%) culture types shared the minimum percentage.

Table 4.13 The Preferred Dominant Culture type(s)

Culture types	Total point	Average point	Percent
Clan	7,298	1,216.3	36.56%
Adhocracy	4,310	718.3	21.57%
Market	2,172	362	10.87%
Hierarchy	6,201	1,033,5	31%
SUM	19,980		100%

On the other hand Table 4.13 shows the desired culture type of employees. Based on the numbers clan culture (36.56%) seems to be more preferred by the employees of DASSC, The employees also gave hierarchy culture decreased percent (31%) than its current existence (34.28), but still it's the second preferred culture type.

The least preferred culture type is market culture since the employees believe that the faith-based charity organization has nothing to do with profitability and market competitiveness.

Adhocracy (21.57) culture is relatively preferred by the employees; they believe being creative, unique and proactive to changing circumstances is vital and inspiring. They desire their work environment to be more challenging and entrepreneurial place.

4.3. Discussion of the Interview and the Observation

The interview questions of this study were arranged in the themes which are related with the overall Organizational communication including the formal procedure and informal routine. The answers of the respondent were simply coded in order to categorize the information in accordance with themes that developed during the interview and themes that were predetermined and incorporated in the semi structured interview. By grouping responses with the themes that were identified, the following information was highlighted in the interview:

- Organizational structure and Leadership style
- Internal communication and its challenges

- The work environment; its physical form and the social interaction
- Achievements and motivations

1. The organizational structure and Leadership style

The organizational structure is considered to be the skeleton of the whole organizational format. It illustrates the major managerial body from upward-down. The organizational structure according to the HR is designed to show the management chain and task distribution in an ordered way. He said in theory this structure is considered ideal for the organizations operation making the command relationship clear, but sometimes in practice vagueness exists as who is working for who and what task is assigned for which department. There are complains about the lengthiness of the structure. This shows that the organization needs to refine the organizational structure so that communication flows either vertically or horizontally in a clear and effective manner.

Leadership style is a major feature of an organization that helps to define the organizational form and purpose in general. The program director declared that the organization follows ‘team approach’ leadership style. The organization by itself is made up of teams such as; commission, program pillars team, development community, etc. Every decision is made collectively after proper discussion. This leadership style is ideal to the organization as it helps to have a participatory kind of communication and make thoughtful decisions on important matters. The communication leader on the other hand, said there are some manifestations of Bureaucratic and Autocratic leadership characteristics. The team approach by itself creates bureaucracy resulting Delayed decisions, late delivery, which costs employees motivation and customer satisfaction.

2. Internal communication and its challenges

The internal communication according to the PR is not efficient. Informal routines are almost thought to be appropriate way to share information within the organization; that mainly depends on the willingness and proactive quality of the person. The lack of formal communication portfolio with minimum follow ups for information distribution and recording made the internal communication weak. Even meetings have no written report and notices are less posted. The communication team leader also explains the challenges of the internal communication starting from the structure of the organization. He said the organization positioned the communication

team leader equivalent to the “administrative assistant” with the title “Knowledge mgt, Capacity Building, M&E& Communications Team Leader” but the functionality is almost none as it is one person office with no specified task or communication strategy. The strategic planning also gives less emphasis for communication with fewer budgets, it’s just nominal. The other challenge the PR mentioned was information retainment problem; even if the employees have “outlook account” which records their business emails to the organization’s website it is not dependable as it has some technical problems. So the majority uses their personal emails which made it impossible for recording data.

3. The work environment; its physical form and the social interaction

The work environment is said to be relatively good and satisfactory according to the interviewees. According to the student researcher’s observation also, the environment seems moderately in good shape where offices are clearly organized. The social interaction is also well-built that people seem to be open to each other.

4. Achievements and motivations

The bench mark for measuring success and failure is our strategic plan, says the Program Director; we determine our success based on the number of projects we added, the fund raisings we got, etc in accordance with our core values and mission.

But the organization have lenient management of employees; i.e. there is no or delayed appreciation/reward for best performer in the organization and also there is no declared penalty or criticism for poor performance. This doesn’t inspire employees to work harder and be creative. Even if the organization has been awarded by the CCRDA (Consortium of Christian Relief and Development Association) and CSA (Charities and Societies agency) 4 times its celebration of success is not that mentionable.

Trainings that could build up the employee’s capacity in different aspects are also fewer. Sometimes or within a term partners offer trainings on their area of focus. But the organization is less active in preparing even in-house trainings for the employees to inspire their performance and motivate them to achieve more.

Chapter Five

Summary of Findings, Conclusions and Recommendations

This chapter presents a summary of the study findings and results of the study. Based on the key findings and results, conclusions are drawn and recommendations made.

5.1. Summary of findings

Since the study explored the dominant culture type(s) of DASSC it was found out that Clan and Hierarchy cultures are the Dominant culture types in the current situation with almost equal points; competing each other throughout the cultural attributes.

- ✓ The dominant characteristic was typified as clan culture type with its consideration of organization as extended family.
- ✓ The organizational leadership on the other hand appears to be a Hierarchical culture type with coordinating, organizing, or smooth-running efficiency nature.
- ✓ In contrast the management of employees characterized by its teamwork, consensus, and participation confirms to Clan culture.
- ✓ The organizational glue also show the dominancy of Clan culture as it decides loyalty and mutual trust at the center of organizational glue.
- ✓ The strategic emphasis confirms to the Hierarchy culture type i.e. emphasis to permanence and stability.
- ✓ The last attribute i.e. Criteria for success also categorizes itself to the Hierarchy culture as it defines success on the basis of efficiency, dependable delivery, smooth scheduling, and low-cost production.

5.2. Conclusion

In DASSC there is relatively less concern for employees' voice and their perception. This resulted a perception gap between the regular staff and the management on top. In some of the organization's structure there is ambiguity in distribution of works which has less power to make decisions. These delayed decisions existing in different sets of team have an impact on the motivation of employees and satisfaction of external stakeholders. DASSC's weak company communication with non practical structure and guidelines put clarity and transparency of communication under question mark. In the organizations' environment there is satisfactory social interaction within the organization and also fair policy enforcement. Because of its delayed decisions and lack of active information flow the organization is relatively late in its reaction towards change.

5.3. Recommendations

1. Strategic emphasis for communication

After the existing strategic plan term ends (2021) the communication aspect has to be examined and revised in a realistic way. With clear tasks and goals, by assigning sufficient communication personnel; it also needs reasonable budget for the attainment of its pre settled program. PR professionals are developing to be Corporate Communication professionals, advisors in good governance, corporate identity, dialogue, transparency, branding and reputation.

Organizations need to be more and more communicative, being alert on issues which are 'in the air', also via social media. The management needs more and more communication professionals who know how to create dialogue, and how to communicate vision, values and strategy. Not only online with clients or citizens, but also in personal talks about sensitive issues with critical stakeholders.

2. Designing strategic communication plan to promote its preferred culture

After the dominant culture type and the desired culture type is identified the organization need to communicate the preferred culture strategically. The creation and adoption of a strategic communications plan represents a significant step for any organization. For many organizations, the adoption of such a plan represents a cultural shift toward communications and a clear recognition that all the organization’s efforts have a communications element. Public education, grassroots organizing, research, public advocacy, direct service and even fundraising are all, at their core, communications tasks vital to the health and success of a nonprofit organization.

The organization in this regard needs to adopt Van Ruler’s strategic communication frame model i.e clear framework for action; compass. This model serves as a manual for the strategy development process in Communication/PR, and helps to make clear, fundamental and augmented choices.

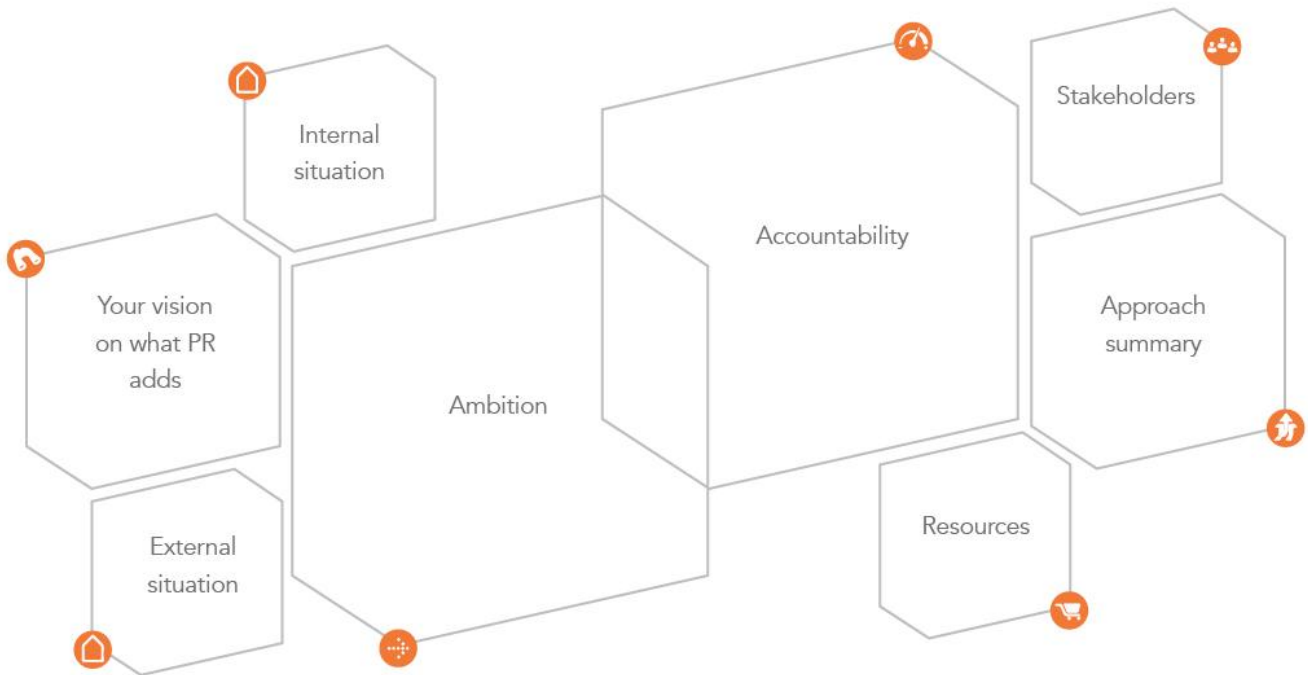


Figure 5.1 Strategic communication Frame

The six questions must be answered before beginning to implement your media tactics:

1. Assess your communications infrastructure.
2. Establish your goals
3. Who is your target
4. Who is your audience
5. What is your frame
6. What is your message

3. **Improvement to the vertical (upward or downward) communication flow**

The power relationship has to be respectful and open to communication and corrections. The regular staff has to have an open communication line to contact the managers and comment on internal issues.

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Appendix

Questionnaire to be filled by employees of EECMY-DASSC

Dear respondent,

I'm Tsiyonkibru; a public relations and strategic communication graduate class student at Addis Ababa university

. I'm doing my final thesis on the title “**organizational culture of EECMY-DASSC; an assessment on the perception of the existing predominant organizational culture**”. Now I'm collecting data from the employees and management of DASSC and NACE-ACO.

The gathered data will be used as a crucial input for the analysis and further conclusion of the research project.

Accordingly I request you in humble manner, that your mutual aid is very necessary to my research and I sincerely request you to answer the questionnaire in benevolence and honestly. I assure you that the information that you will provide me is **confidential** and private.

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

Part I. Demographic Variables of the Respondents

Instruction: This section consists of five (5) questions. For each question in this section, draw a cross (x) in the box next to the answer you choose. And for questions which need more clarification please write your answer briefly on the given space. Please answer all questions

1. Sex Male Female

2. Age 18-25 25-40 above 40

3. Educational Background

Below grade 12 certificate diploma

Degree 2nd degree PhD

4. Your current position at the organization _____

5. Please specify how long you have been working for this company.

More than 5 years

5 years

3 years

Less than 3 years

Part Two: Organizational culture assessment instrument (OCAI)

Introduction; the purpose of OCAI is to assess the six (6) key dimensions of organizational culture. It gives a picture of fundamental assumptions on which your organization operates and the core values that characterize it.

This questionnaire is built with **6 broad items**, consisting **4 alternatives each**. You have 100 points to divide among these 4 alternatives; the alternative you believe characterizes your organization gets greater point and other alternatives will also be credited accordingly. But be sure the total point of the four alternatives is exactly 100.

The whole assessment form is classified into the “**current**” and “**desired**” part. First give your points under the “current” classification which represents the existing trend in your organization. After that you will fill the other column (“desired”) that will imply your future expectation of what the trend should be in your organization.

1. Dominant characteristics	CURRENT	PREFERED
A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.		
D. The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total -100%		
2. Organizational leadership	CURRENT	PREFERED
A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, Results-oriented focus.		

D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
Total -100%		
3. Management of employees	CURRENT	PREFERED
A. The management style in the organization is characterized by teamwork, consensus, and participation.		
B. The management style in the organization is characterized by individual risk taking, innovation, Freedom and uniqueness.		
C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
Total -100%		
4. Organization glue	CURRENT	PREFERED
A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this Organization runs high.		
B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment.		
D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth running organization is important.		
Total -100%		
5. Strategic emphasis	CURRENT	PREFERED
A. The organization emphasizes human development. High trust, openness, and participation persist.		
B. The organization emphasizes acquiring new resources and creating new challenges. Trying new Things and prospecting for opportunities are valued.		
C. The organization emphasizes competitive actions and achievement.		

Hitting stretch targets and winning in the marketplace are dominant.		
D. The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.		
Total -100%		
6. Criteria for success	CURRENT	PREFERED
A. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
Total -100%		

1. ድርጅታዊባህሪ	አሁን	ወደፊት
ሀ. ድርጅቱጥብቅየሆነቤተሰባዊቅርርብያለው፣ ሰራተኞችአረስበርስየሚዋደዱበትእናየሚደጋገፉበትነው		
ለ. ድርጅቱአጅጉንታታሪነትእናየአዲስአሰራሮችመድረክነው፣ ሰራተኞችበፍቃደኝነትእናበተነሳሽነትአዳዲስነገሮችንይምክራሉ		
ሐ. ድርጅቱውጤትተኮርብቻነውዋናውትኩረትሰራንበአግባቡመፈጸምነው፣ ሰራተኛውተወዳዳሪእናስኬቱላይያተኮረነው		
መ. ድርጅቱበጣምጥብቅበተዋረድምየተዋቀረነው፣ ሰራተኛውንበዋናነትየሚመራውጥብቅየሆነውየአሰራርደንበናስርዓትነው		
ጠቅላላድምር 100%	አሁን	ወደፊት
2. ድርጅታዊአመራር		
ሀ. የድርጅቱጠቅላላአመራርበመመካከር፣በማደራጀት፣ እንዲሁምበማበረታታትላይየተመሰረተነው		
ለ. የድርጅቱጠቅላላአመራርበአዳዲስአሰራርማሻሻያዎች፣ በፈጠራእንዲሁምለውጥንበመዳፈርያለስጋትበመንቀሳቀስላይየተመሰረተነው		
ሐ. የድርጅቱጠቅላላአመራርበጠንካራአዛዥነት፣ በቀጥተኛነትእናወጤትላይበማተኮርየተመሰረተነው፡፡		
መ. የድርጅቱጠቅላላአመራርበጋራበመሰራት፣ በመቀናጀትእናበሂደርበሚጠበቅውጤታማነትላይየተመሰረተነው፡፡		
ጠቅላላድምር 100%	አሁን	ወደፊት
3. የሰራተኞችአስተዳደር		
ሀ. የድርጅቱአስተዳደርአይነትበቡድንሰራ፣በስምምነትእናበነቃተሳትፎየሚገለጽነው		
ለ. የድርጅቱአስተዳደርበግለሰባዊአልበገርነት፣በፈጠራስራ፣ በነፃነትእናልዩነትንበማምጣትየሚገለጽነው፡፡		
ሐ. የድርጅቱአስተዳደርበተወዳዳሪነት፣በላቀፍላጎትእንዲሁምበስኬትላይየተመሰረተነው፡፡		
መ. የድርጅቱአስተዳደርበሰራተኞችተገቢነትእናቋሚነት፣ ግልጽበሆነየሰራተኞችልእንዲሁምበሰከነውስጣዊግንኙነትየሚገለጽነው፡፡		
ጠቅላላድምር 100%	አሁን	ወደፊት
4. ድርጅታዊአንድነት		
ሀ. ድርጅቱንአንድየሚያደርገውግለሰባዊታማኝነትእናእርስበርስያለውመተማመንነው፣ በዚህምድርጅቱየተሰጠነው		

ለ.	ድርጅቱን አንድ የሚያደርገው ለፈጠራ እና ለለውጥ ያለው ታሪካዊ ነው። ዋናው ትኩረት የለው ጠቀሜታ ለመስጠት ነው።		
ሐ.	ድርጅቱን አንድ የሚያደርገው ለስነ-ምግባር እና አዳዲስ ምርቶችን ለማግኘት ነው።		
መ.	ድርጅቱን አንድ የሚያደርገው የድርጅቱ መደበኛ ህግና መመሪያ ነው። ድርጅቱን በመደበኛው አሰራር ማስቀጠል ዋናው ትኩረት ነው።		
	ጠቅላላ ድምር 100%	አሁን	ወደፊት
5. ስትራቴጂያዊ ትኩረት/ አቅጣጫ			
ሀ.	ድርጅቱ ስብዕና ለውጥ ላይ ይሰራል፤ በመተማመን፣ ግልፅነት እና ተሳትፎን ያስቀድማል		
ለ.	ድርጅቱ አዳዲስ ስራዎችን ለማግኘት እና የተለያዩ ፈተናዎችን በመዳፈር የተጠመደ ነው። አዲስ ነገሮችን መሞከር እንዲሁም መልካም አጋጣሚዎችን መፈለግ ይገባል።		
ሐ.	ድርጅቱ ተወዳዳሪነት ላይ እና ስኬታማነት ላይ ያተኩራል። አማላን ከግብዓት ለማድረስ እና ገቢ ያውን ማሸነፍ የበላይ ያደርጋል።		
መ.	ድርጅቱ ተቋማዊ ቀጣይነት ላይ ያተኩራል። ብቃት፣ ቁጥጥር እንዲሁም መደበኛ አሰራር በታላቅ ነው።		
	ጠቅላላ ድምር 100%	አሁን	ወደፊት
6. የስነ-ምግባር መለኪያ			
ሀ.	ድርጅቱ ስነ-ምግባርን ከሰው ኃይል አድጎት፣ ከቡድን ስራው ጠቃሚነት፣ ከሰራተኛ ታሪካዊ እንዲሁም ለግለሰብ ከሚሰጠው ትኩረት አንጻር ይመዘናል።		
ለ.	ድርጅቱ ስነ-ምግባርን አዲስ እና ዘመናዊ ምርቶችን ይዘገባል። አምራችና መሪ መሆን!		
ሐ.	ድርጅቱ ስነ-ምግባርን ከገቢ ያው ጋር ተወዳዳሪ የበላይነትን ከማግኘት አንጻር ይመዘናል። በገቢ ያው ስጥተ ወዳዳሪ መሆን!		
መ.	ድርጅቱ ስነ-ምግባርን ጠቃሚ መሆንን አንጻር ይመዘናል። ደንበኞችን መያዝ፣ መደበኛ አሰራር እንዲሁም በትንሹ ጠቅላላ ስራን ማከናወን		
	ጠቅላላ ድምር 100%	አሁን	ወደፊት

Interview Questions

This interview will be held with 5 people which are; the public relations officer, the Human resource officer, the NACE-ACO coordinator, the communication team leader, and the program director of DASSC.

1. Name and position of the interviewee
2. How long have you been with the organization?
3. What are the general vision and missions on which the organization is based on?
4. What are the core values considered as guide lines in the organization?
5. How is the organization's management structured?
6. What kind of leadership style does your organization employs?
7. What are your department's contribution/ role in the organization?
8. How often do you hold meetings?
9. Can you mention some major strategic choices/emphasis the organization took for its strategic planning?
10. How is the internal communication characterized?
11. How do you describe the work environment?
12. How strong is the social interaction in your organization?
13. How is success and failure defined in your organization?
14. How do you appreciate and motivate your employees?
15. How do you celebrate achievements?
16. What would you mention as a challenge regarding the internal communication, and what would you expect to be improved?

Checklist

This checklist is prepared in a way that could give the researcher additional information about the organization. The points listed could imply how things are in the organization; it could also help to determine the formal and informal trend that exists in the organization aside from what's on the paper.

These points could be noticed with critical observation of the student researcher while visiting the organization frequently and engaging in informal conversations with people working there.

1. **Concern for employees voice**; can employees speak their mind? How much is their feedback important? Can they influence policy-making?
2. **Position Vs. Autonomy**; how distinct is work distribution? Are positions realistic enough to make decisions?
3. **Company communication, its clarity and transparency**; is there a good internal communication? How transparent is the organization for its employees? Does the management communicate all decisions in understandable way?
4. **Employee's welfare**; how does the company takes care of its employees? What are the benefits of working in the company? Is the work place comfortable enough?
5. **Uniformity of policy enforcement**; how fair is the implementation of rules? Is there a special treatment for some departments or positions?
6. **Sincere leadership**; do leaders practice what they preach? Are they role models for their employees?
7. **Learning and development**; how much available are opportunities for development and promotion? How far is the organization devoted to make its employees competent?
8. **Flexibility**; how does the organization reacts towards change? Is it adaptable enough to new circumstances?