



**ADDIS ABABA UNIVERSITY**

**GRADUATE STUDIES**

**SCHOOL OF JOURNALISM AND COMMUNICATION**

**A Study on Internal communication as an Instrument for Employee  
Motivation: a Case study of National Cement Share Company**

**BY**

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**Addis Ababa, Ethiopia**

**June, 2019**

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In Partial Fulfillment of the Requirements for the Degree of Master of Arts in  
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**School of Graduate Studies**

This is to certify that the thesis prepared by Henok Yilma, entitled "**A Study on the Internal communication as an instrument for employee motivation** " and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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## **Acronyms**

CEO- Chief Executive Officer

IC- Internal Communication

NCSC- National Cement Share Company

SMART- Specific- Measurable - Achievable- Realistic -Time bounded

## ***Abstract***

*Communication plays a significant role in determining whether an organization succeeds or not. Motivation is a set of attitudes and values that influence a person or an employee to act in a specific goal directed manner and how to bring together a rich, strong and effective mix of motivators is a major dilemma facing many organizations. The core of motivation is human needs/wants and their satisfaction. This is manifested in the fact that employees have different needs and different priorities and thus managers must be able to apply different motivational tools to satisfy the different employee needs and wants. The inner drives within an individual are needs to be activated to give rise to appropriate behavior, where such behavior could lead to the fulfillment of a need such as job satisfaction. This study sought the impact of communication in general and internal communication in particular on employee motivation in Dire Dawa National Cement Share Company.*

*The study employed mixed method research whereby both qualitative and quantitative methods were used. To meet the objective of the study in-depth interview and survey questionnaires were used as a tool of data collection. The population of the study comprised of employees and managers of Dire Dawa National Cement Share Company. The data obtained from the population was analyzed using descriptive statistical tools and the findings were presented based on the basic research questions. The study applied purposive sampling technique for the purpose of the study regarding staff members.*

*The researcher conducted the interview with National cement share company CEO Adviser, planning and monitoring director and public relation department head.*

*Based on the data obtained from the study employees believed that internal communication serves them to motivate in their work. Even if, there are a number of factors to motivate them internal communication helps them to have smooth and pleasurable communication with the management. It is obvious that communication is a key for every activity. The employees understood this irreplaceable role of internal communication. Especially, the employees pointed out that good internal communication plays a pivotal role to motivate them and strive to organizational success.*

*The study concluded that the company should work to get additional advantage from internal communication to motivate the employees and make every effort for organizational achievement.*

***Key Words:*** *Internal communication, employee motivation, Public relation*

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

The study focuses on internal communication. Herbst (2007) stated that internal communication is an integral part of an organization. Its main purpose is to transfer information. In this regard, the role of internal communication is immense in motivating employees. (P, 234)

Vercic (2012) on his part said internal communication is an organization's managed communication system, where employees are regarded as an internal public or stakeholder group. Other terms used are 'employee communication', 'organizational communication' and 'internal marketing'. An organizations' managed communication system may include a variety of channels and activities, including newsletters, notice boards, staff briefings and intranets, to name just a few. (P, 178)

Welch (2011) affirmed that internal communication received slight attention from public relations theorists since their focus of attention was on external communication. However, internal communication has great importance for many organizations. (P, 75).

Therefore; the purpose of this study is to assess the importance of internal communication for organization regarding employee motivation by applying descriptive survey design with mixed methods and techniques of analysis.

## 1.2 Statement of the Problem

Smith and Mounter (2007) pointed out that there are numerous reasons why organizations should be concerned with internal communication. Employees are the heart and soul of an organization, thus it's critical to pay attention to their needs. An engaged and committed employee work force increases and drives business results. Employee motivation encourages higher employee performance, results in lower turnover and offers competitive advantage. Even in a difficult economy, companies need to inspire and retain high performers. (P, 123)

As has been shown by Yates, (2006) a study conducted by Watson and Wyatt with 260 US and 75 Canadian companies among 335 participants discovered the effective internal communication is a leading indicator of an organization financial performance and higher communication effectiveness results in a 19.4% increase in market premium. Such organizations are also 4.5 times more likely to have highly motivated employees. (P, 239)

According to Welch (2012) on the other hand, poor internal communication can be detrimental to organizational effectiveness and internal relationships if employees don't receive information in formats that are useful or acceptable to them. (P, 245)

As Rothberg (2009) stated that

It is unquestionable that every organization has a desire to be successful and to achieve long-lasting progress. On the contrary of their desire, many organizations ignore the main assets of their employees that can lead their organization to long-lasting process. Modern markets are highly competitive and organizations regardless of their size are challenging employee retention problems. To curb such problems, a tough and positive relationship should be created and maintained between employees and their organizations. Unless and until, the employees of the organization are satisfied, motivated for the tasks fulfillment and goals achievement, no organization can progress or achieve success. (P, 230)

Cowlett (1999) supposed that good internal communication may not just be about differentiating company in terms of consumer branding. A survey of 275 analysts and portfolio managers by Ernst & Young in 1998 which found that investors base their decision to buy or sell stock in a company on non-financial as well as financial performance. 'Investors' perceptions of improvements in areas such as corporate strategy innovation and the ability to attract and retain talented people can have a major impact on the share price.' (P, 250)

Researchers have written a lot on the various ways of motivating employees in various organizations. The productivity of employees is the survival of any organization and as such there have been many researches on how to increase the productivity of employees. The rationale is that with well-motivated employees, effort will increase to the benefit of the organization because they become satisfied.

According to Harpaz (1990) job satisfaction ranked as the most important motivational factor.(P,132) As stated by Wiley (1997), good wages, full appreciation of work, job security, promotions/expectations and interesting work are instruments that motivate employees.(P,122). Lindner (1998) on his part affirmed that recognition and good working conditions are motivational factors to motivate employees. (P, 134)

Park & Wood (2009) found out that intrinsic factors such as security, ability utilization, Social Service, variety moral values, activity and authority significantly affect motivation of employee positively. In the case of extrinsic motivation factors such as recognition; supervision-human relations, advancement, and co-workers significantly affect motivation. In their final word therefore; it's clear that studies have been carried out emphasizing on other methods of employee motivation except the use of communication. (P, 237)

Therefore; the use of effective internal communication to motivate employees need to be addressed. This study seeks to fill the gaps left by the previous studies by investigating the impact of internal communication on employee motivation at National Cement Share Company.

### **1.3 Research Questions**

- ❖ What is the nature of internal communication between management and employees in the Company?
- ❖ What are the channels and tools of internal communication in the Company?
- ❖ How is internal communication used to motivate company employees?
- ❖ How satisfied are staffs with internal communication

### **1.4 General Objective of the Study**

The general objective of this study is to examine the contribution of internal communication as an instrument for employee motivation in Dire Dawa National Cement Share Company.

#### **1.4.1 Specific Objectives**

- ❖ To appraise the nature of internal communication between employees and management of the company
- ❖ To investigate the channels and tools of internal communication within the Company

- ❖ To explore how internal communication uses to motivate employees
- ❖ To assess how satisfied are staffs with internal communication

## **1.5 Scope of the Study**

The study conceptually focused on impact of internal communication on employees' motivation. Geographically, it is focused on Dire Dawa National Cement Share Company. The participants were employees and management staffs in the Company.

## **1.6 Limitations of the Study**

The limitations of this study include, up to the researcher's knowledge there were no previous studies available on the topic of internal communication contribution to employees motivation regarding Ethiopian context. The nonexistence of local literature was a limitation in the sense that this study finding could not be discussed in context.

In data collection, some respondents failed to return questionnaires in right time. In addition to this, they failed to give properly full answers for the questions especially for close ended questions.

## **1.7 Significance of the Study**

- ✓ The study aimed to assess the contribution of internal communication for employee motivation. It attempts to investigate the significance of internal communication among employees and management of National Cement Share Company. Therefore, the study is significant for the company to understand the importance of internal communication for employee motivation in particular and for organizational success in general.
- ✓ Employees are one of the stakeholders in internal communication. Thus, this study helps them to know the importance of internal communication in their activities in the organization and to motivate them.
- ✓ It provides additional advantage for communication practitioners at National Cement Share Company to have a better insight on how to handle and pass the information to the employees.
- ✓ It serves as an initial point for those who are interested for further study in the area.

## **1.8 Organization of the Thesis**

The study is organized into five chapters. The first chapter discusses the background of the study including problem statement, research objective, and research questions, significance of the study, its scopes, limitation of the study and research methodology. Chapter two focuses on reviewing of related literature including the theoretical frameworks underpin the study. In chapter three, features of methodological and analytic techniques of the study have been discussed. Chapter four is devoted to discussing the findings of the study using different methods in line with the research questions and related literatures discussed. In the final chapter (Chapter five), summary and conclusion of the study are discussed.

## **CHAPTER TWO: REVIEW OF RELATED LITERATURE**

### **2. Introduction**

This thesis was aimed at studying the role of internal communication as a mechanism to motivate employees in Dire Dawa National Cement Share Company. By using research methods such as questionnaire and in-depth interview the research explored a study on internal communication in the organization. This part is therefore; designed to review related literature in order to circumscribe the study with the given conceptual framework. This chapter includes evolution of internal communication, definition of internal communication; categorization of communication, flows of communication, criteria of effective internal communication and theoretical frameworks were discussed in the review of related literature.

### **2.1 Evolution of Internal Communication**

According to Cutlip, Centre and Broom, (2015) internal communication has become a critical and independent field of study and a function within public relations and corporate communication. (P, 230). Cutlip, et al (2015) view employees as internal stakeholders and internal communication has been considered as an important and challenging area which strengthens the connection between an organization and its stakeholders, in particular employees, as it bridges the gap between management and employees. (P, 233)

As demonstrated by Verčič and Sriramesh (2012) internal communication is listed among the fastest growing specialisations in public relations and communication management. The growth of interest in internal communication has resulted in a series of studies aimed at understanding and analysing the field and advocating it as an independent domain. (P, 175)

Grunig and Dozier (2002) argue that one way to achieve the connection between managers and employees is through effective internal communication which becomes a catalyst for organisations to reach their goals and objectives. Effective internal communication enables them to effectively develop structure and culture. (P, 231)

### **2.1.2 Defining Internal Communication**

There are alternative terms used to refer to internal communication. As Welch and Jackson (2007) stated that internal communication has been synonymously equated to organizational communication, employee communication, intra-organisational communication, internal relations, and internal public relations. (P, 250)

For the purpose of this study, the term internal communication will be used to refer to communication taking place between leaders and employees within an organization.

Verčič and Sriramesh (2012) defined internal communication as a process in which employees are provided with information about their individual roles, as well as the overall objectives and goals of the organization. (P, 168)

As stated by Herbst, (2007) internal communication is an indispensable part of each company; its main purpose is to transfer information. Internal communication within the company is not just a technical process for distributing information for the employees. (253)

Welch and Jackson (2007) specified that internal communication is a process where information is distributed to stakeholders whose welfare depends on the company's success. These stakeholders not only include employees, but also vendors, investors, independent contractors and business partnerships. Internal communication is primarily about sharing facts to a person or group directly involved with representing the organization. (P, 270)

### **2.1.3 Categorization of Internal Communication**

#### **2.1.3.1 Formal and Informal communication**

According to Herbst, (2007), internal communication is popularly categorized into formal and informal. Formal communication is initiated by management whereas the latter exists in organisations without specific initiation. (P, 265)

As has been shown by Steinberg (1995), formal communication originates from management in the form of policies, procedures, and work instructions, which are cascaded through the organisational hierarchy. Informal communication on the other hand refers to communication that takes place between members of the organization, regardless of the employment level. It is

stated that informal communication develops through common interest among members of the organization. The 'grapevine' has been identified as the most powerful form of communication (P, 75)

As stated by Rollinson (2008), informal communication does not follow predetermined lines. He has explained how informal communication involves series of interaction that do not consider officially designated channels of communication as in formal communication. In this process of communication members belong to various groups. Information that is usually transmitted in the form of rumours and gossip may also contain information relevant for the organization which is intentionally or unintentionally spread by the management. It is often said that informal communication involves people at any time and in any place. (P, 234)

Even though informal communication does not follow pre-established rules or directions, it is as important as formal communication because the management might transfer significant information that was simply omitted in formal channels. A negative impact of informal communication might be when people deliberately want to establish a cycle of bad rumours which are based on fears and anxieties of individuals. In that case an organization is turned into a 'hotbed of gossip' that is very difficult to stop. The possible ways the management can react to rumours is simply to ignore them, refute them or even draw attention to positive characteristics that rumours possess.

#### **2.1.4 Communication flows of Internal Communication**

Hunt (2011) identified four flows of communication, namely: **upward, downward, lateral** and **diagonal** directions. (P, 120)

##### **2.1.4.1 Upward communication**

Rollinson (2008) pointed out that upward communication involves transmission of messages from lower to higher levels of the organization; namely, communication initiated by subordinates with their superiors. Communication in this direction usually contains information that serves managers in order to be able to do their jobs; for example information necessary to make further decisions of the current status of ongoing projects. The main objective of this communication type is to inform employees at higher positions what is happening at lower positions. This way helps them also to see effectiveness of the downward communication, as well as to see the

overall effectiveness of the functioning of the organization below their level. This feedback is used also for improving communication effectiveness. (P, 53)

The study of Herbst, (2007) found out that', upward communication mainly allows senior management of an organization to know and understand what is happening at lower levels of structure. He also identified forms of upward communication, which includes: letters and memoranda, surveys, suggestion box systems, departmental meetings, formal grievance procedures, staff meetings, etc. (175)

#### **2.1.4.2. Downward Communication**

Greenberg (2008) defines downward communication as 'transmission of messages from upper levels to lower levels of the organization hierarchy (i.e. from manager to employee, superior to subordinate)'. It is the dominant form of internal communication which follows hierarchical lines determined by organizational structure (P, 254) (while Katz and Kahn (1998) have identified five tasks that were considered in downward communication.

- Specific task directions; job instructions
- Information designed to produce understanding of the tasks and its relation to other organizational objectives; job rationale
- Procedures and practices information's associated with business policies
- Feedback to the employees about their performance
- Indoctrination of organizational ideology to foster employees to values, goals and objectives

The downward flow of communication is stronger than upward, horizontal and diagonal direction of communication. It starts from top managers, running through the lower managerial levels and at the end to all other employees who are at the bottom of the hierarchy. The main objective of this communication is managing individuals at lower hierarchical positions.

#### **2.1.4.3. Lateral communication**

According to Steinberg (1995) lateral communication refers to communication between two employees on the same hierarchical level or employment level. It is also referred to as horizontal communication indicating flow of messages among employees at the same hierarchical level. (P, 161).

### **2.1.5 Criteria for Effective Internal Communication**

According to Welch & Jackson, (2007) effective internal communication has been considered critical to the achievement of organisational success. Although these authors agree on the importance of effective internal communication in an organization, there have been numerous opinions regarding what constitutes effective internal communication to be considered effective. (P,180)

Verčič and Sriramesh, (2012) argues that the following factors have an influence on effectiveness of internal communication:- These are number of people reached by the message; the receivers' relationship with each other; the type of channel used; the type of message sent; and whether or not the receiver needs to respond to the message.(P,300)

Welch and Jackson (2007) propose a different set of criteria that determines whether or not internal communication is effective. Internal communication must be concrete in order for the receiver to understand the information. As indicated by the transactional model of communication, the coding process is affected by elements such as culture, background, language and frame of reference therefore; concrete communication minimizes the level of misinterpretation. (P, 285)

Secondly, for internal communication to be effective, it must be concentrated and coordinated. For communication to convey a message, it has to focus on the most important aspects of the information and should be coordinated. (Forsberg & Malm, 2001.p, 72)

According to the earlier mentioned authors' notion, coordination means that managers need to be able to communicate a message to co-workers in an identical manner. Thirdly, effective internal communication must be consequent and continuously transmitted over time. Continuous communication enhances trustworthiness of information. Lastly, information transmitted must strive to create contacts leading to a dialogue.

### **2.1.6 Employee and employee Motivation**

#### **2.1.6.1 Employee**

Hornby (2010) defined an employee as “a person who is paid to work for somebody” The International Labor Organization elaborate this definition by stating that employees are people who work for a public or private employer and receive remuneration in wages, salary,

commission, tips, piece rate, or pay in kind. It is important to know that an employee is one who under a contract is employed by an employer in either a private or public entity of an organization to work for that particular organization, with a reward at the end of the work, be it a salary, wage etc on daily, weekly or monthly bases. (P, 80)

#### **2.1.6.2 Employee motivation**

In his view, Martin (2004); depicted that motivation is a combination of various factors that encourage people to perform certain actions. Without employee motivation, it cannot be expected that outstanding results and excellent work performance will be achieved. (P, 111)

According to Babcock & Morse (2002), motivation is an incentive, a pay, performance stimulation. According to several authors-there is only one way to impose people to do what you want them to do-there is a need to ensure that they want to do it. Motivation must come from the individual himself/herself (P, 234).

According to Timm and Peterson (2000),the purpose of motivation is to create a desire to stimulate the employee's efforts at the highest level, so that subsequently the employee by using his/her efforts would improve the performance of the organization and at the same time also meet his/her own needs and objectives, as performing meaningful job.(P,148)

Antonnis stated that motivation is a dynamic process in which the use of psychological, social and economic, as well as the legal methods and tools contribute to employees and organizational goals. To motivate means to persuade employees to do their utmost to promote the organizations and group goals. People are the most valuable resource of the organization, but at the same time, they are the only resource that is able to act against the organization's objectives. That is the reason why enormous emphasis should be put on the importance for employee motivation so that consequently they would use their skills and experience for the benefit of the organization (.p,231)

Timm and Peterson (2005) acknowledged that motivational employee is responsive of the definite goals and objectives he/she must achieve; therefore he/she directs its effort in that direction. Employee motivation is affected by both personal characteristics as well as workplace environment. Organizations benefit from "engaged workers" in a number of ways. Two- way

communication helps to shape employees perceptions and aid the company in understanding employee better. (P, 150)

### **2.1.7 The Two-Way Symmetrical Model of Communication**

According to Verčič and Sriramesh (2003), the two-way symmetrical model of public relations as described in Grunig's Excellence Theory is focused primarily in making sure that decisions made by an organization are mutually beneficial between itself and its audiences. The goal of Grunig's symmetrical communication model is one that embraces negotiation between the organization and its publics, and one that also fosters mutual understanding. (P, 236)

Senior public relations executive or others in the unit must have the professional knowledge needed to practice the two-way symmetrical model. The organization should have a symmetrical system of internal communication. A symmetrical system of internal communication is based on the principles of employee empowerment and participation in decision making. Managers and other employees engage in dialogue and listen to each other.

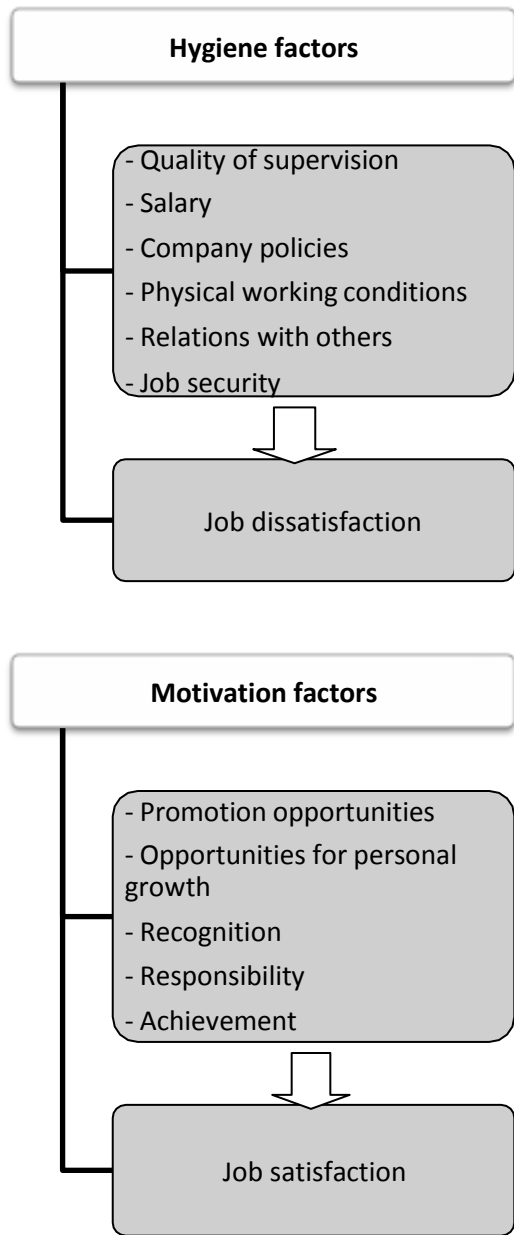
Symmetrical communication within an organization fosters a participative rather than an authoritarian culture as well as improved relationships with employees—greater employees satisfaction, control mutuality, commitment, and trust.

The researcher endeavored to see the nature of internal communication at National Cement Share Company in mirror of two-way symmetrical model of communication.

### **2.1.7. Theoretical Framework**

#### ***2.1.7.1. Frederick Herzberg's two-factor Theory***

Frederick Herzberg and his co-workers carry out several experiments to find factors that motivate employees. In those experiments they have been asking individuals what satisfies them on the job and what dissatisfies them and then came to the conclusion presented in FIGURE 3-3. 'As Rollinson (2008) explained they believe how people are motivated by things that make them feel good about work and have aversion to things that make them feel bad'. (P, 208)



**FIGURE 3-3 HERZBERG'S TWO-FACTOR THEORY**

**Source: Based on Rollinson, D. (2008). 'Organizational Behavior and Analysis: An Integrated Approach', Pearson Education Limited, England, p.206**

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

achievement. Hygiene factors pertain to the job context and their presence do not motivate but their absence results dissatisfaction.

At NCSC the good attitude of the employees should be emphasized through recognition, appraisals, possibility of growth and improvement of working conditions so as to motivate them. For them to achieve the set goals besides these motivating factors effective internal communication needs to be employed which involves valued feedback from the employees for them to feel as assets in the organization.

### **2.1.7.2 Systems Theory**

A system is a set of interdependent units all working together to adapt to the environment. A change in one part of the system affects the whole system and creates a new output. One good example of a system is an organization, which has different units or departments working together to achieve the common goal or purpose of the organization. For example, at NCSC there are various departments that are established with one common goal. They include the human resource department, marketing and sales department, and law department, and management information system department, electrical and mechanical department.

A system consists of four components: Objects – These are the parts /elements or variables within the system. These may be physical or abstract or both depending on the nature of the system. Attributes – This refers to the qualities and properties of the system and its objects. The Environment – A system cannot exist in isolation. There has to be an environment where it operates in. Systems are used by human beings in their everyday life to describe phenomena or to make things happen. For example, the first form of written communication used by the Phoenicians (Lebanon) could not have been without the application of some form of system or pattern/model. Systems Theory is the trans-disciplinary study of the organization of phenomena.

This Theory was developed by the Hungarian biologist, Ludwig Von Bertalanffy (1928), with the goal of creating principles that can be applied to all phenomena in all fields of research. Bertalanffy, in his book *General Systems Theory*, (1968) stated the re-exists models, principles and laws that apply to generalized systems or their subclasses irrespective of their particular kind, the nature of their component elements, and their relationships or forces between them. Therefore, the Theory was based on the idea that phenomena can be seen as a network of relationships among different elements or system. At NCSC for example the various department

are meant to contribute to the whole. Systems, whether in natural science, social science or technology have patterns, behaviours and properties that can be clearly understood and used to create greater insight into how a complex phenomenon works.

What this implies is that systems theory involves the basic idea that objects in the world are interrelated to one another. Nothing can be understood in isolation but must be seen as part of a whole. The function of any system is to convert or process energy, information or materials into a product for use within the system or outside of the system. A fundamental notion of general systems theory is its focus on interactions. The centre in relationships lead to sustain that the behaviour of a single autonomous element is different from its behaviour when the element interacts with other elements.

Another core tenet is the distinction between open and closed systems. In open systems there are exchanges of energy, matter, people, and information with the external environment. In closed systems there are no exchanges of information and matter, just exchanges of energy. According to Katz & Kahn (1978) Open system theory (OST) looks at the relationships between the organizations and the environment in which they are involved. This focus reflects on organizations' ability to adapt to changes in environmental conditions (P, 234). This theory assumes that entities able of processing information about own specific environment show more adaptation skills to shifts in contextual conditions. Katz and Kahn (1978) apply the concept of open system to the organization. The organization is seen as a system built by energetic input-output where the energy coming from the output reactivates the system.

As stated by Kast & Rosenzweig (1972) a closed system does not interact with its environment. Closed systems instead it has rigid, impenetrable boundaries and are subject to the force of entropy which can increase until the system fails (P, 112). Thus, a closed system must attain equilibrium with its inputs to remain unaltered and, in turn, avoid disorganization. It does not take in information and therefore; is likely to atrophy, that is to vanish. Most public service organizations in Dire Dawa practice closed system as getting information involves a bureaucratic procedure of top-down communication where there are specific people charged with the responsibility of passing the information. The decision making process is not decentralised which leads to diffusion of the undesired information or exaggeration leading to apathy.

Organisations are expected to use regulatory systems to achieve uniformity and coherence of their internal communication practices and procedures. They are also expected to use innovative systems and become more responsive and adaptive to external communication networks and important stakeholders.

NCSC practice open systems where the employees' opinion matters in the improvement of the business. The information gotten from the employees is scrutinized and acted upon to avoid the collapse of the business. A manager gets things done by working with people and physical resources in order to accomplish the objectives of the system. He coordinates and integrates the activities and work of others rather than performing operations himself.

Employees to be motivated more NCSC should therefore boost the open system so that the right information can be passed top-down and bottom-up in various departments. Also its worthy for the bearers of the office (top management) to note that all departments should be harmonised as one entity and relate with the external environments which includes taking feedback and public comments for the success of the entire organisation.

### **2.1.7.3 Media Richness Theory**

Media richness theory is among the theories used by the researcher. Immediacy of feedback is one of the criteria of media richness. According to the theory, a communication is considered complete when the necessary feedback is given. This theory helps to investigate the organization feedback system is effective or not to create complete communication between employees and the managers.

The richness of a media is judged using the following criteria:

#### **a) Capacity to include personal focus**

Every media has different levels of personal focus, especially when a media incorporates more personal feelings and emotions; the message gets conveyed fully in better terms. For example, communicating face-to-face as compared to communication via email.

## **b) Immediacy of Feedback**

A communication is considered complete when the necessary feedback is given; the receipt of feedback is also taken as a way of telling the message is received correctly. Feedback ensures that any mistake in the transmission can be corrected immediately

Immediacy of feedback in a medium refers to the ability of the medium to allow users to quickly respond to the communication that is being received. The medium should be able to support two-way communication.

## **c) Variety of language carried**

This refers to the range of meaning that can be conveyed by the use of language symbols like numbers or by the use of natural language. Numbers indicate precision while natural language helps convey various concepts and ideas.

A medium is said to possess more richness if it has a larger plethora of criteria. Based on this, the media can be ranked in the following descending order in terms of their richness: face-to-face, video systems, audio systems and text systems. Media is, therefore, viewed to be very rich, somewhat rich, lean or very lean.

Rich channels are more interactive, provide opportunities for two-way communication, and allow both the sender and receiver to read the non-verbal messages.

The company uses leanest channels. These channels are present information without allowing for immediate interaction, and they often convey "just the facts." E-mail, brochure, magazine, newsletter are leanest medias used by the company.

### **2.1.7.4 Formal Communication Theory**

According to Yates (2006), Formal theory of internal communication includes an examination of top-down, down-up and horizontal communication patterns. In top-down communication, managers share information to subordinates through formal conferences, training sessions or written documents. Down-up or upward internal communication includes gaining feedback or suggestions from employees or other stakeholders. Companies and managers that encourage down-up communication have an advantage by getting valuable counsel. Horizontal communication theories suggest that organizational units may be integrated and better equipped

to maximize resources between departments. Horizontal communication encourages an open flow of information within workers at the same level. (*Yates, 2006.p, 32*)

NCSC/National Cement Share Company/ is practicing both upward and downward communication. When we see downward communication the company middle level and top level managers communicate employees in different ways.

The Company is practicing downward communication. The company managers communicate employees through procedures, policies, rules that flows from top level managers to lower levels. Organizational policies and procedures are communicated to employees through directives. These directives in the company may be sent only to employees who are directly affected by them or may be widely distributed for informational purpose.

Meeting is another effective and important form of downward communication. When management is to inform or give necessary directions to the subordinates immediately. A meeting can convey the message directly. NCSC is using meeting as one of downward communication channels. There are meetings in daily, weekly, monthly and annually bases.

Texts, Tweets, E-mails and other technologies are increasingly being used to communicate in the company. To enhance communication in the work place, managers interact with employees on a personal level-face-face-to show them that they are truly interested in who they are and what they are doing.

Annual report of an organization is very suitable to inform the employees about organizational activities and achievements during the year. The company also uses annual report to communicate with employees. The managers of the company present the overall activities of the company and discuss with the employees.

Company periodicals also important in communicating messages to the subordinates or employees in lower level. Well-articled article placed in company periodicals contains important information. This form of communication will be effective only if employees actually read the periodicals and don't simply toss them out. To communicate with its employees NCSC also uses company periodicals as one of downward communication channels.

The company also uses information racks. Information racks contain various types of booklets, journals, and among the departments of an organization.

Upward communication is the flow of information from front line employees to managers, supervisors and directors. It keeps managers aware of how employee feels about their jobs, policies and procedures, and the business in general.

As the Company officials told me that they ask employees feedback because when managers can get feedback from employees that help improve organizational development. Employees who are encouraged to provide feedback feel respected and that they have say in how the organization is run. According to the interviewees they ask also feedback from employees to bring mutual trust. Mutual trust brings employees and manger closer to each other. As trust grows relationships between employees and managers stronger.

I have made an interview with the company higher officials. As said by them the employees use direct letter to communicate with their superiors. Employees can write letters directly to their superiors at their own initiation by their superiors write about any directed matter.

**Questionnaire:** Sometimes managers encourage upward communication by asking questions to their subordinates. For this purpose, they distribute questionnaires; management can know the attitude, feelings and complaints of the employees.

Based on the interviewees' response the company also applies oral media of upward communication.

**Grievance procedures:** Grievance is the employee dissatisfaction over any aspect of their employment. Grievance procedure provides employees with formal channel of appeal to their superiors. In modern organizations, there is well-established procedure for handling employee grievances that acts as a mode of upward communication. Therefore; to listen and to provide feedback for employees' questions or grievances the company has grievance procedure.

**Joint setting of objectives:** As said by interviewees superiors and subordinates sit together for setting objectives. Top level managers seek information and suggestions from the lower level managers and employees.

**Employer-employee meeting:** Meeting between employer and employees plays a very crucial role to create mutual understanding. In the meeting the superior can raise problems and seek information, guidelines or suggestions from the subordinates.

Horizontal communication is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy. There is also horizontal communication in the company.

## CHAPTER THREE: RESEARCH METHODOLOGY

This chapter incorporated organizational background, organizational structure, the research methodology that consists methods of data gathering, sampling method, data analyzing method and the pilot study were discussed one by one.

### 3.1. Organizational Background Overview

National Cement Share Company (NCSC) was established in November 2005 through a joint venture of East Africa Mining Corporation, the Federal Government of Ethiopia's Privatization and Public Enterprises Supervising Agency and others. Over the next few years, government shares were bought out by East African Mining Corporation.

The Company is located 515 Kilometers from Addis Ababa, in Dire Dawa Administrative Region.

The Company **vision** is "Be world class Cement Plant by 2025" Its **mission** is " Creating Superior Values to Share holders, Customers and Society". The Company **core values** are quality, transparency and accountability, integrity, teamwork, safety, health and environment, learning and continuous improvement and innovation. The Company's operational objectives are: Produce and distribute cement cheaply, Increase sales volume, Ensure institutional ownership, Create qualified manpower, ensure sustainability. (Source: National Cement Share Company Website/

#### 3.1.1. Organizational Structure

The functional structure of the organization contains the top management including chief executive and vice chief executive at the top of the organization. The chief executive is appointed by the board of the company. On the other hand, the middle officials include finance department, human resource department, marketing and sales department, supply and chain department, management information system department, production department are some of the middle layer departments which is supervised by chief executive officer.

### 3. 2 Methods of the Study

Mixtures of qualitative and quantitative methods were employed for collecting data in this particular study.

As the name implies mixed research method incorporates both qualitative and quantitative elements in its structure. It involves the collection and analysis of qualitative and quantitative information in a single study. 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 Abate, 2017:63).

According to Creswell (2009) mixed method enables to understand a problem more comprehensively, and indeed mixed method is perhaps the most popular applications in the practice of research. (P, 40)

Matveev (2002) cited in Walt (2006:81) highly recommends using both methods of inquiry so as to ensure high reliability of data, understanding of the contextual aspects of the research, flexibility and openness of the data collection, and a more holistic interpretation of the research problem.

The qualitative method, namely the in-depth interview was used to uncover themes that needed to be incorporated in the actual survey questionnaire as well as to provide context to the information that is extracted from the questionnaire.

The research methods used for collecting data to assess internal communication role for employee motivation were,

- Survey/Questionnaires
- In-depth interviews

#### 3.2.1. Survey/ Questionnaire

The first common type of social scientific method utilized in internal communication and probably the most common in communication research as a whole is the survey. Surveys are as popular as they are because it helps to search out substantial amounts of information from a wide group of people very quickly. As has been shown by Goldwater (2002), the survey has become the dominant method chosen by academics and consultants – mostly due to its ease of development, administration, and interpretation – both for clients and for research publication.

There are several validated audit questionnaires that can be adapted for specific organizations. (P, 451)

As it is difficult to ask questions in person due to restraints related to physical reach, especially in large organizations which may even have offices spread throughout a country or even numerous countries, the questionnaire provides a solution to collecting data without limitations to its reach. A questionnaire, as defined by Wimmer and Dominick (2001), is a written set of questions used to survey respondents. (P, 480). Antonnis (2005) stated that questionnaires can be administered either in a face-to-face situation, by telephone, to a group, or sent to individuals in a mailed self-administered format (p, 480).

According to Clampitt & Downs, (2004 ) the questionnaire method allows the researcher to control the focus of the assessment, enables a large number of respondents to be surveyed, and produces yardstick rating scores for various aspects (e.g. ‘communication received from senior managers’) against which future performance can be measured.(p,55)

The questionnaire utilizes a Likert-type scale and also includes some open ended questions that allow respondents to express their particular views more clearly. The questionnaire also requires demographic information, with the specific purpose of drawing comparisons between the hierarchical levels and other relevant factors. The questionnaire was prepared both in English and Amharic language to entertain both language speakers’ respondents.

### 3.2.2. In-depth Interview

The study was also utilized the qualitative data gathering method. According to Lindlof (1995),in qualitative research, one interviews people to understand their perspectives on a scene, to retrieve experiences from the past, to gain expert insight or information, to obtain descriptions of events or scenes that are normally unavailable for observation, to foster trust, to understand a sensitive or intimate relationship, to analyze certain kinds of discourse (P,5). The reason for choosing to use an in-depth interview is to ensure that the researcher uncovers perceptions at an individual level on a particular issue.

Kothari (2014) also claims the method of collecting information through personal interviews is usually carried out in a structured way. Structured interviews involve the use of a set of

predetermined questions and of highly standardized techniques of recording. It follows a rigid procedure laid down, asking questions in a form and order prescribed. (p. 97)

Newcomb asserted that the primary strength of interviewing as a method is its capacity to range over multiple perspectives on a given topic. Conducting manifold interviews helps to increase the information and broaden a point of view. The reason for choosing to use an in-depth interview is to ensure that the researcher uncovers perceptions at an individual level on a particular issue. (P, 93)

As stated by Du Plooy (1995) moreover, in-depth interviews are an excellent way of obtaining in-depth knowledge on sensitive matters and complexities related to individual beliefs, perceptions and practices can be explored. This particular methodology is also flexible in nature, the researcher has a high level of control and the interviewer can keep the discussion focused on the topic and relevant information. Finally, complexities related to individual beliefs, perceptions and practices can be explored. (P, 114)

In-depth interview made with top officials in the organization regarding internal communication and employee motivation. The interview questions were prepared both in English and Amharic language.

### 3.3. Sampling Procedure

Samples are very significant in study because it is not feasible for a researcher to study the whole population. In other words, samples are preferable because they are cheap and quicker. This study used purposive sampling because it gives a chance for the researcher to apply his/her expertise knowledge to select samples which he/she thinks represent the population. The research is very specific in that it is a case study and therefore; includes a specific organization and as a result is purposive in nature as it attempts to gain a deeper understanding of what is happening with communication in the organization. The sampling technique is purposive as regards the survey questionnaire. It is necessary for the researcher to include the whole universe and therefore; the population of the organization thereby attempting to ensure that a sufficient number of respondents will be participated in the survey questionnaire research.

The population of the study consisted of managers, experts, drawn from the 15 departments in national cement factory numbering 764. The departments were selected by a purposive non-probability sampling technique because it was convenient for the researcher in terms of data collection; they are in full cement production operation.

A purposive non-probability sampling technique was adopted for the study.

According to Baridan (2001) we can determine sample size from a homogeneous population by using Taro Yamen's Formula as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where N= Population size (764)

N = Sample Size sought

E = Level of Significance (0.05)<sup>2</sup>

Thus, the sample size is

$$n = \frac{764}{1 + 764(0.05)^2}$$

$$764 / 1 + 1.91$$

$$764 / 2.91$$

$$n = 263$$

Therefore the sample size for this study was 263 respondents

### 3.4 Data Analysis Procedure

IBM SPSS Statistics (Version 20) was used to analyze the collected data. The data that was collected through questionnaire was analyzed by using descriptive statistics. According to Wimmer and Dominick (2011), descriptive statistics is a way to condense and organize data in a meaningful way in such a way it would be easier for interpretation. (P, 270) As a result, percentage, numbers and statistics were used. Additionally, the research questions were answered while analyzing and presenting the collected data with the help of words, tables, studies with the support of theories as well.

### **3.5 Pilot Study**

For the pilot study the researcher took a sample of 15 employees from National Cement Share Company. The questionnaire contained both close ended and open ended questions which were organized in the form of Likert- scale and distribute for the respondents. The pilot study administered for this research was conducted among 15 employees whose primary work location was in National Cement Share Company. These employees were provided with a paper version of the proposed survey instrument. The pilot study asked employees to indicate the amount of time it took to complete the survey, if they felt any questions were unclear or not applicable.

A total of 10 questionnaires were collected out of 15 questionnaires distributed to test the overall readability and reliability of the instrument. This implies 67% of the total questionnaires were returned. Of the 10 surveys collected, 8 were completed by employees, 2 were completed by a higher officials. This is to check the applicability of the questions designed for the major study to be conducted.

Pilot study participants were asked about survey completion time, question clarity and applicability, and were also asked to provide additional comments or concerns regarding the survey instrument or facilitation. Pilot study responses did not result in any significant changes made to the final survey instrument. Only a few questions were altered to increase clarity or to resolve minor errors and translation of some questionnaires to Amharic language for those who cannot understand English language. The other two open –ended questions were decreased following respondents suggestion that they would be redundant. The researcher understood from the response that follow up and the use of contacts is very important during questionnaire distribution for collecting data.

### 3.5.1 Reliability and Validity

To make the primary data collected from Dire Dawa National Cement Share Company reliable and valid; the researcher used a mixed methodology. With this approach a pragmatic descriptive method is used and two data collection instruments, i.e. questionnaire and interview applied.

Neuman (2007) states:

Reliability and validity are fundamental issues in all measurement. Both concerns with how concrete measures are connected to constructs. Reliability and validity are prominent because constructs in social theory are often vague, disperse, and not directly evident. Perfect reliability and validity are virtually impossible to realize. Reliability means dependability or consistency. It suggests that the same thing is repeated under very similar conditions. On the other hand, validity suggests truthfulness and refers to the match between a construct, or the way a researcher conceptualizes the idea in a conceptual definition, and a measure. It refers to how well an idea about reality "fits" with actual reality. (p.115)

To keep the reliability of this study the researcher took all cautious measures not to make either transcription errors by cross checking and editing every time.

## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION**

This is the fourth chapter of the research entitled: Internal communication as an instrument for employee motivation; a case study of Dire Dawa National Cement Share Company. The chapter is assigned to data presentation, analysis and discussion collected through questionnaires and in-depth interviews. It starts with a questionnaire data presentation collected from Dire Dawa National Cement Share Company as a pilot study. Then, the main study questionnaire and in-depth interviews data presentation and analysis follow.

### **4.1. Analysis of a pilot study data collected at Dire Dawa National Cement Share Company**

This part contained an analysis of a pilot study result the researcher conducted at Dire Dawa National Cement Share Company to test the reliability of the questionnaires prepared for the actual study.

15 employees took by the researcher for the pilot study from National Cement Share Company. A total of 10 questionnaires were collected out of 15 questionnaires distributed to test the overall readability and reliability of the instrument.

Among the respondents 9 of them were male respondents whereas 1 respondent was female.

This data depicted male employees took a greater part in national cement Share Company. For this reason, the company should take its responsibility to secure gender balance.

The majority of the respondents were under 20-29 years age category. Under this category there were 6(60%) of the respondents. 4(40%) of the respondents were under 30-39 years age category.

When we see educational background of the respondents all respondents were BA/BSC holders'.

Among the respondents 6 of them have 1-5 years work experience.3 of them are working in the company 6-10 years.1 respondent has above 16 years experience.

Regarding internal communication satisfaction from the total 10 respondents, 8 of them confirmed that they are highly satisfied with company internal communication. But, 1 respondent

put himself/herself in neutral position. The rest 1 respondent dissatisfied with the company internal communication.

Among the respondents most of them responded that they have pleasurable communication with the company management at higher level. However; 20% of the respondents responded that there is no pleasurable communication with the management. The rest are not taking sides.

According to the respondents' response, 6 (60%) respondents are satisfied with explanations they get from top level managers or facilitators about why things are done as they are. 3(30%) respondents are not satisfied with explanations they get from the managers.. The rest respondent is in a neutral position.

Among the respondents many of them replied that they are not satisfied with the present income from their company. The few are abstained to answer whether they agree or not.

Based on their response 6(60%) of respondents received information from the sources that they prefer. 2(20%) of the respondents were abstained from agree or disagree on the issue. The rest respondents were responded that they are not received information from the sources that they prefer.

This shows that greater part of employees obtain information from the sources that they prefer such as unit meetings, co-workers.

Most of the respondents responded that they can able to share information easily within the company. The few respondents are neutral.

According to the data most of the employees are easily able to share information within the company. However, it needs to work intensely employees to share information sharing easily.

Out of 10 respondents 6 (60%) respondents replied that their nearest managers give reliable information about their company to them. 2 (20%) of respondents were put themselves neutral. The rest respondents said that managers always don't give reliable information about the company to them.

This data depicted that giving reliable information to employees about the company in their work section is found in better position.

80% of respondents highly believed that effective information sharing amongst employees result to better employees motivation. The rest of the respondents were not taking sides. From this data we understood that the employees have a better understanding about the contribution of effective information exchange or sharing to motivate employees for better achievement.

50% of respondents reacted that as a result of their motivation they are working intensely. 30% of respondents put themselves in a neutral position. The rest respondents opposed the opinion that as a result of their motivation they are working intensely.

Most of the employees responded that they are not motivated because managers don't involve them in decision making. 30% of the respondents are not taking sides. The rest respondents said that they are motivated because managers involve them in decision making.

Most of the respondents responded that their bosses encourage and support them. The rest respondents replied that their bosses don't encourage and support them.

70% of respondents believed that they are well able to provide opinions and suggestions on work related issues in the company. 30% of the respondents stated that they are not well able to provide opinions and suggestions on work relate issues in the company.

40% of the respondents replied that the nearest manager gives to them constructive and valuable feedback. 30% of the respondents are not taking sides. The rest respondents opposed the notion that the nearest manger gives constructive and valuable feedback.

60% of the respondents reacted that the company recognizes them as a valuable employee and appreciated their work. 20% of respondents are neutral. The rest respondents responded that the company do not recognize them as valuable employee and don't appreciate their work.

The data showed the company recognizes its employees as valuable employee and appreciated their work. But, it is not satisfactory.

80% of the respondents who returned their papers have the feeling of belongingness to their company. The rest respondents don't have the feeling of belongingness to their company.

70% of the respondents answered that they share the company vision and strive to achieve organizational objectives. 30% of respondents were not taking sides. This data indicated that the majority of respondents share the company vision and strive towards its achievement.

40% of respondents replied that the company is usually willing to negotiate with employees for mutual understanding. The other 40% respondents responded that the company is not usually willing to negotiate for mutual understanding. The rest were not taking sides.

40% of respondents thought that most decision within the company are made after thorough discussion and majority vote. 20% of respondents were neutral. 40% of respondents were opposed the view most decision are made after thorough discussion and majority vote.

This data depicted that the majority of decision are not made after detailed discussion and majority vote. The result of this question is under 50%. Therefore; it needs progress to improve this gap.

50% of respondents responded that they can collaborate and solve problems in team within the company. 20% of respondents said that they can't collaborate and solve problems in team within the company. 30% of respondents put themselves in a neutral position.

Majority of the respondents' response indicated that team meetings are conducted regularly in the company. 20% of the respondents are put themselves in a neutral position. The rest respondent doesn't believe that team meetings are conducted regularly in the company. The data showed the company great attention towards team meeting to achieve its vision.

Based on the respondents response good internal communication highly motivates them. 60% of respondents replied that good internal communication motivates them in their work place. Fair salary took the next place. 30% of respondents highly motivated by fair salary. recognition. This covers 10% of respondents' response. This data portrayed how much significant good internal communication for employees motivation. It is obvious that communication is a main instrument to motivate employees for greater success.

According to the respondents response personal information took the principal part among the communication channels based on their interest. 50% of respondents preferred personal

information as a communication channel for them. 30% of respondents favored E-mail as a communication channel. Phone and meeting communication channels cover equal share. 20% of respondents preferred the two channels as a communication mediums. This demonstrated that the company should focus specially on personal information and E-mail communication channels to address the majority of its employees based on their preference. Personal information is informal way of communication whereas E-mail is formal way of communication. This shows that the company should give equal attention to formal and informal communication mediums as well.

As the respondents responded that poor internal communication de-motivated them highly in their work place. 40% of respondents replied that poor internal communication de-motivated them in their work place. Low salary is the other leading factor that de-motivated them. 30% of respondents are de-motivated by low salary. 20% of the respondents are de-motivated by work load and poor employee handling.

This data indicated that the existence of good internal communication is very significant to motivate employees and make every effort for their company or organization achievement in general and for their personal success in particular. On the reverse the absence of good internal communication or the existence of poor internal communication is an obstacle for the company and employees success.

## **4.2 Survey Questionnaire Analysis**

This part is addressed the main study survey questionnaire analysis. The analysis is presented in statement as well as in tabular form based on descriptive statistics using ABM SPSS version 20.

The sample size of the study is 264. The respondents who returned the questionnaires were 236 respondents. This means 90% of the respondents have given response to the researcher based on the questionnaire.

Among the respondents 149 (63.1%) are male respondents whereas 87(36.9%) respondents are female.

This data shows male employees take a greater part in national cement Share Company. For this reason, the company should take its responsibility to secure gender balance.

The majority of the respondents are under 20-29 years age category. Under this category there are 157(66.5%) of the respondents. 70(29.7%) Of the respondents are under 30-39 years age category. 8(3.4%) of respondents are under 40-49 years age category. 1(4%) is below 19 years.

When we see educational background of the respondents BA/BSC holders' take the lion share. They are 164 (69.5%) of the respondents. Diploma holders' took the next place. They are 26 (11.0%) of the respondents. Grade 10 complete respondents are 17 (7.2%) of the respondents, MA/MSc holders' are 14 (5.9%) of the respondents. Grade 12 complete are 10 (4.2%) of the respondents and vocationally trained respondents are 5 (2.1%) of the respondents.

183(77.5%)of the respondents have 1-5 years work experience.47(19.9%) of the respondents are working in the company 6-10 years.4(1.7%) respondents have 11-15 years work experience. There are 2 respondents who are working in the company above 16 years.

The main study survey analysis part is presented in the following way.

**Table 1. Employees Feeling of belongingness towards their company**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	104	44.1	44.1	44.1
Agree	119	50.4	50.4	94.5
Neutral	9	3.8	3.8	98.3
Disagree	3	1.3	1.3	99.6
Strongly disagree	1	.4	.4	100.0
Total	236	100.0	100.0	

From the total 236 respondents who returned their papers, 223 (94.5%) have the feeling of belongingness to their company. Only 9 (3.8%) become neutral and other 3 (1.3%) show their disagreement of belongingness. This show the majorities of the company employees have great attachment to their work place and have the satisfaction in their work.

**Table 2. Employees level of internal communication satisfaction**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	31	13.1	13.1
	Satisfied	137	58.1	71.2
	Neutral	45	19.1	90.3
	Dissatisfied	20	8.5	98.7
	Very dissatisfied	3	1.3	100.0
	Total	236	100.0	100.0

About their internal communication satisfaction from the total 236 respondents, 168 (71.2%) of them answered that they are satisfied. But, 45 (19.5%) of them put themselves in neutral position. The rest 23 (9.8%) respondents are dissatisfied. In general, the data obtained from these respondents depicts that the internal communication situation of the company is found in a better position.

**Table 3 communication with management**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	58	24.6	24.6
	Agree	120	50.8	75.4
	Neutral	28	11.9	87.3
	Disagree	24	10.2	97.5
	Strongly disagree	6	2.5	100.0
	Total	236	100.0	100.0

Among 236 respondents 178(75.4%) of them responded that they have pleasurable communication with the company management at higher level. However; 28(11.9%) of them are neither agree nor disagree about the pleasurable communication they have with the management. The rest 24(10.2%) and 6(2.5%) respondents are disagree and strongly disagree respectively. From the above data we can concluded that most of the company employees have enjoyable communication.

**Table 4 Explanations contentment level of employees that they get from top management or facilitators about how things are done**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	30	12.7	12.7	12.7
Agree	102	43.2	43.2	55.9
Neutral	35	14.8	14.8	70.8
Disagree	57	24.2	24.2	94.9
Strongly disagree	12	5.1	5.1	100.0
Total	236	100.0	100.0	

According to the respondents feedback, Out of 236 respondents 132 (55.9%) of the respondents are satisfied with explanations they get from top level managers or facilitators about why things are done as they are. 35 (14.8%) respondents are in a neutral position. The rest 69 (29.3%) of the respondents responded that they are not satisfied with explanations they get from top level managers or facilitators why things are done as they are.

From this data we can understand that the majority of the employees are satisfied with explanation they get from the company managers or facilitators. However, the company also should address the employees who are not satisfied with the explanation.

**Table 5 Employees perception towards contribution of effective information sharing to better employee motivation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	5	50.0	50.0	50.0
AGREE	3	30.0	30.0	80.0
NEUTRAL	2	20.0	20.0	100.0
Total	10	100.0	100.0	

179(75.8%) of respondents highly believed that effective information sharing amongst employees result to better employee motivation. 31(13.1%) of the respondents are put

themselves in a neutral position. The rest 26(11%) of the respondents don't believe that in the significance of effective information sharing for better employee motivation.

From this data we understood that most of the employees have a better understanding about the contribution of effective information exchange or sharing to motivate employees for better achievement.

**Table 6. Information receiving circumstances based on employees source of preference**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	32	13.6	13.6	13.6
Valid Agree	140	59.3	59.3	72.9
Valid Neutral	25	10.6	10.6	83.5
Valid Disagree	30	12.7	12.7	96.2
Valid Strongly disagree	9	3.8	3.8	100.0
Valid Total	236	100.0	100.0	

Based on their response out of 236 respondents 172(72.9%) of respondents received information from the sources that they prefer. 25(10.6%) of the respondents are abstained from agree or disagree.39 (16.5%) of respondents are responded that they are not received information from the sources that they prefer. This shows that greater part of employees obtain information from the sources that they prefer such as unit meetings, co-workers.

**Table 7 Team meetings are conduct regularly in the company**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	65	27.5	27.5	27.5
Valid Agree	82	34.7	34.7	62.3
Valid Neutral	41	17.4	17.4	79.7
Valid Disagree	40	16.9	16.9	96.6
Valid Strongly Disagree	8	3.4	3.4	100.0
Valid Total	236	100.0	100.0	

147(62.3%) of the respondents response indicated that team meetings are conduct regularly in the company. 41(17.4%) of the respondents are put themselves in a neutral position. The rest 48(20.3%) of the respondents don't believe that team meetings are conducted regularly in the company.

The data demonstrated the company great attention towards team meeting to achieve its vision.

**Table 8 Information sharing condition of employees within the company**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	37	15.7	15.7	15.7
Agree	108	45.8	45.8	61.4
Neutral	44	18.6	18.6	80.1
Disagree	42	17.8	17.8	97.9
Strongly disagree	5	2.1	2.1	100.0
Total	236	100.0	100.0	

Out of 236 respondents 145(61.4%) of the respondents responded that they can able to share information easily within the company. 44(18.6%) of the respondents are neutral. The rest 47(19.9%) of respondents responded that they cannot able to share information easily within the company.

According to the data most of the employees are easily able to share information within the company. However, it needs to work intensely to be able the rest employees in information sharing easily.

**Table 9 Employees' ideas in relation to collaboration within a team**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	49	20.8	20.8	20.8
Agree	102	43.2	43.2	64.0
Neutral	45	19.1	19.1	83.1
Disagree	34	14.4	14.4	97.5
Strongly disagree	6	2.5	2.5	100.0
Total	236	100.0	100.0	

Among the respondents 159(64%) of the respondents responded that they can collaborate and solve problems in team within the company. 45(19.1%) of the respondents are in a neutral position. The rest 40(16.9%) of the respondents are believed that they cannot collaborate and solve problems within the company. This showed the team spirit within the company is in a healthier situation.

**Table 10 employees feedback about their freedom to provide opinions and suggestion to managers on work related issues in the Company.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	31	13.1	13.1	13.1
Agree	113	47.9	47.9	61.0
Neutral	38	16.1	16.1	77.1
Disagree	48	20.3	20.3	97.5
Strongly disagree	6	2.5	2.5	100.0
Total	236	100.0	100.0	

144 (61%) of respondents believed that they are well able to provide opinions and suggestions on work related issues in the company. 38 (16.1%) of the respondents are not taking sides. 54 (22.8%) of the respondents have no the same opinion with the majority response.

Many employees have opinions about their work places, but never voice them for fear of reprisal. This tendency keeps valuable information hidden from those who make decisions. Voicing opinions in a professional manner can boost the profile of an employee and improve the morale of a company. Leaders who are receptive to all ideas, constructive feedback or even concerns over a decision have employees who are more engaged and productive.

**Table 11 Employees response towards their motivation as a result of their involvement in decision making.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	26	11.0	11.0	11.0
Agree	72	30.5	30.5	41.5
Neutral	76	32.2	32.2	73.7
Disagree	52	22.0	22.0	95.8
Agree	10	4.2	4.2	100.0
Total	236	100.0	100.0	

98(41.5%) of the respondents responded that they are motivated because of managers involve them in decision making. 76(32.2%) of the respondents are middle-of-the-road. The rest 62(26.2%) of the respondents are responded that they are not motivated because managers ignore them to involve in decision making.

When employees are involved in making decisions, they gain a professional and personal stake in the organization and its overall success. This commitment and motivation of employees' leads to increased productivity as employees are actively participating in various aspects of the company and wish to their efforts succeed overall.

As the above data indicated that most of the respondents are replied as they are motivated in decision making. This shows the company great attention employees to take part in the company.

**Table 12 Support and encouragement from the bosses**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	39	16.5	16.5	16.5
Agree	103	43.6	43.6	60.2
Neutral	46	19.5	19.5	79.7
Disagree	35	14.8	14.8	94.5
Strongly disagree	13	5.5	5.5	100.0
Total	236	100.0	100.0	

142(60.1%) of the respondents are responded that their bosses encourage and support them.46 (19.5%) of the respondents are put themselves in a neutral position.48 (20.3%) of the respondents are take opposite side. This data portrayed that most of employees in the company are encourage and support by their bosses.

**Table 13 Employees response regarding obtaining constructive and valuable feedback from their nearest manager**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	40	16.9	16.9	16.9
Agree	115	48.7	48.7	65.7
Neutral	44	18.6	18.6	84.3
Disagree	30	12.7	12.7	97.0
Strongly disagree	7	3.0	3.0	100.0
Total	236	100.0	100.0	

165(65.6%) of the respondents are replied that the nearest manager gives to them constructive and valuable feedback. 44(18.6%) of the respondents are not taking sides. 37(15.7%) of respondents are oppose that notion that the nearest manger gives constructive and valuable feedback.

According to the majority response giving constructive and valuable feedback is in a good position in the company. But, it needs to satisfy the rest employees' interest to gain constructive and valuable feedback to motivate employees for better achievement and for the company success as well.

**Table 14 The Company recognition to employees and considering them as a valuable employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	37	15.7	15.7	15.7
Agree	91	38.6	38.6	54.2
Neutral	43	18.2	18.2	72.5
Disagree	51	21.6	21.6	94.1
Strongly disagree	14	5.9	5.9	100.0
Total	236	100.0	100.0	

128(54.3%) of the respondents reacted that the company recognizes them as a valuable and appreciated their work. 43(18.2%) of respondents are neutral. 65(27.5%) of respondents are responded that the company do not recognize them as valuable employee and appreciated their work.

The data indicated that the company recognizes its employees as valuable and appreciated their work. But, it is not satisfactory.

Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued by others. When employees and their work valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work.

Therefore, as much as possible National cement company should boost giving recognition and considering employees as a valuable person.

**Table 15 the nature of employees’ motivation within the company as responded by the employees themselves**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	46	19.5	19.5	19.5
Agree	93	39.4	39.4	58.9
Neutral	28	11.9	11.9	70.8
Disagree	51	21.6	21.6	92.4
Strongly Disagree	18	7.6	7.6	100.0
Total	236	100.0	100.0	

139(58.9%) of respondents replied that as a result of their motivation they are working intensely.

28(11.9%) of respondents are put themselves in a neutral position. 69(29.2%) of respondents be dissimilar with the opinion that as a result of their motivation they are working intensely.

This data depicted that almost 60% of the respondents because of their motivation they are working intensely. But, it is not satisfying result. For that reason, the company needs to motivate employees to work powerfully.

**Table 16 Employees reaction on the subject of their satisfaction with the present income from the company**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	44	18.6	18.6	18.6
Agree	92	39.0	39.0	57.6
Neutral	39	16.5	16.5	74.2
Disagree	42	17.8	17.8	91.9
Strongly disagree	19	8.1	8.1	100.0
Total	236	100.0	100.0	

Out of 236 respondents 136(57.6%) of the respondents replied that they are satisfied with the present income from their company. 39(16.5%) of respondents are abstained to answer whether they agree or not. 61(25.9%) of respondents are responded that they are not satisfied with the present income receive from their company. This data portrayed that somewhat employees are satisfied with their income.

**Table 17 Employees standpoint towards the company vision and their endeavor to its achievement**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	52	22.0	22.0	22.0
Disagree	78	33.1	33.1	55.1
Neutral	48	20.3	20.3	75.4
Disagree	47	19.9	19.9	95.3
Strongly disagree	11	4.7	4.7	100.0
Total	236	100.0	100.0	

130(55.1%) of respondents answered that they share the company vision and strive towards its achievement. 48(20.3%) respondents are not taking sides. 58(24.6%) of respondents are they have reservation in sharing the company vision and to strive for its achievement.

This data indicated that the majority of respondents share the company vision and strive towards its achievement. However, the company should create mutual understanding to incorporate those employees who are not share the company vision.

**Table 18 employees view about discussion and decision making situation in the company**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	27	11.4	11.4	11.4
Agree	76	32.2	32.2	43.6
Neutral	53	22.5	22.5	66.1
Disagree	55	23.3	23.3	89.4
Strongly disagree	25	10.6	10.6	100.0
Total	236	100.0	100.0	

Among 236 respondents 103(43.6%) of respondents are thought that most decision within the company are made after thorough discussion and majority vote. 53(22.5%) of respondents are neutral. 80(33.9%) Of respondents are opposed the view most decision are made after thorough discussion and majority vote.

This data depicted that the majority of decision are not made after detailed discussion and majority vote. The result of this question is under 50%. Therefore; it needs progress to improve this gap.

**Table 19 employees reaction towards creating mutual creating mutual understanding in the company**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	45	19.1	19.1	19.1
Agree	97	41.1	41.1	60.2
Neutral	46	19.5	19.5	79.7
Disagree	33	14.0	14.0	93.6
Strongly disagree	15	6.4	6.4	100.0
Total	236	100.0	100.0	

142(60.2%) of respondents replied that the company is usually willing to negotiate with employees for mutual understanding. 46(19.5%) of respondents are not taking sides. 48(20.4%) of respondents are disagreed with the outlook that the company is usually willing to negotiate with employees for mutual understanding.

According to the data obtained the company is open to negotiate with employees for mutual understanding, but it requires improvement for better mutual understanding.

**Table 20 Motivational factors that motivate employees at work place**

	Frequency	Percent	Valid Percent	Cumulative Percent
Good internal communication	86	36.4	36.4	36.4
Recognition	33	14.0	14.0	50.4
Conducive working environment	48	20.3	20.3	70.8
Fair salary	69	29.2	29.2	100.0
Total	236	100.0	100.0	

Based on the respondents response good internal communication highly motivates them. 86(36.4%) of respondents replied that good internal communication motivates them in their work place. Fair salary took the next place. 69(29.2%) of respondents highly motivated by fair salary.

Conducive working environment shares 75 (31.8%) of the respondents response. Recognition covers 33% of respondents' response.

This data shows how much significant good internal communication for employee motivation. It is obvious that communication is a backbone to motivate employees for greeter success.

**Table 21 internal communication channels according to preference of employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Meeting	51	21.6	21.6	21.6
E-mail	65	27.5	27.5	49.2
Valid Personal information	70	29.7	29.7	78.8
Phone	50	21.2	21.2	100.0
Total	236	100.0	100.0	

According to the respondents response personal information took the leading part among the communication channels based on their interest. 78(33.1%) of respondents exercise personal information as a communication channels.66 (28.0 %) of respondents preferred E-mail as a communication channel. Phone and meeting communication channels cover equal share. 50(21.2%) of respondents preferred the two channels as a communication mediums.

This shows the company should focus specially on personal information and E-mail communication channels to address the majority of its employees based on their preference.

Personal information is informal way of communication whereas E-mail is formal way of communication. This shows that the company should give equal attention to formal and informal communication mediums as well.

**Table 22 De-motivational factors that influence employees in work placee**

	Frequency	Percent	Valid Percent	Cumulative Percent
Poor internal communication	120	50.8	50.8	50.8
Low salary	89	37.7	37.7	88.6
Stress	16	6.8	6.8	95.3
Valid WorK load	5	2.1	2.1	97.5
Poor employee handling	5	2.1	2.1	99.6
11.00	1	.4	.4	100.0
Total	236	100.0	100.0	

As the respondents reacted that poor internal communication de-motivated them highly in their work place.120 (50.8%) of respondents replied that poor internal communication de-motivated them in their work place. Low salary is the other leading factor that de-motivated them. 86(36.4%) respondents are de-motivated by low salary. Stress de-motivated 18(7.6%) of respondents and work load de-motivated 6(2.5%) of respondents. Poor employee handling de-motivated 5(2.1%) of respondents.

This data depicted that the presence of good internal communication very substantial to motivate employees and strive for their company or organization achievement in general and for their personal success in particular. On the reverse the absence of good internal communication or the existence of poor internal communication is an obstacle for the company and employees success. It will be an obstacle to motivate employees. On the contrary it de-motivates employees.

### **4.3 In-depth interview Analysis**

The interview questions of this study were arranged in the themes which are related with the internal communication and employee motivation. The answers of the respondents 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 to with the themes that were identified, the following information was highlighted in the interview:

## **1. The Values and primary functions of Internal Communication for the Company**

According to the response of the advisor of the CEO an organization or company is a group of people whose efforts have to be geared towards one end and when it has a common purpose we called an organization.

The thousands of people working under one umbrella have to be somehow coordinated. The vision, mission of key stakeholders, shareholders of the company have to be translated in the meaningful strategic plan, into values, operational plan. Resources have to be planned and secured for the realization of those plans. No matter how the individuals have excellent objectives and brilliant plans unless there is communication their objectives and plans are meaningless and not achievable.

As stated by the informant, if people cannot have a shared goal, direction and objective and if there is no any mechanism whereby people can divide among themselves or working units divide among themselves or a share of operational plan, strategic plan then there cannot be integration, coordination and synergy. In addition to this, we cannot achieve overall organizational objectives.

In fact, communication is everywhere. An organization has to be minimized uncertainties therefore it has to communicate with the development within the environment.

Based on the response of the informant, we have to know whatever we have developed as a plan to be transmitted to the operators otherwise it will remain to be taught rather than a walking practice. Therefore; communication is blood vessel of an organization.

As said by the informant internal communication is a backbone for NCSC to achieve its objectives. National Cement Share Company is a business organization. As a business organization shareholders require a return from their investment. The management team has to be translated that intention into feasible operational plans .When we have all information about our environment, about our industry, about our market, about our suppliers we can have a sound operational plan. To realize the organization objectives, at least an organization requires the 3 M. These are machinery, manpower and money. These resources have to be synchronized. In order that, inputs transforms themselves into outputs and what produced is sold at a profit. So that the

objectives of the shareholders is fulfilled. There are different stakeholders in this process. These are CEO, deputy CEO, dept managers, division managers, and section managers in the company. They have to be coordinated and integrated. There is a thinking that translates the operational plan in to day to day implemented plans. There are individuals who engage themselves into the actual operational plans of the activity.

The informant added that therefore; unless the middle level management knows what expected of him/her and the division of work supposed to perform, unless that middle level management also reallocate whatever within his/her jurisdiction to the lower levels division managers and unless the division managers also translate these into weekly or monthly operational plans and unless all these stakeholders are effectively informed, properly and fully understand what is expected of them as an individual or as groups then they cannot be implemented actual operation.

As he explained internal communication is a means of knowing what we are supposed to do, when we are supposed to do, how much resources allowed to do our job and at the end expected from us an output.

From the standpoint of the informant we understood that IC is everything. Information by itself could be available but, unless there is communication of that information among the relevant group or individuals then obviously organization cannot stand together. The different working units or individuals cannot stand together and more towards a predefined objective without the presence of internal communication.

The primary function of internal communication is providing information or informing people. Informing people what they are supposed to do, how they are supposed to do, what is their role, how they have to coordinate and interrelate with other group as a group or individuals.

The other critical function of internal communication is letting people to know what is expected of them. Meanwhile internal communication is also a tool for passing decision, evaluation and feedback and also it is important for correction and preventive action. Creation knowledge and solving problems also critical as objective of internal communication.

## **2. The nature of internal communication between management and employees in the Company**

As the informant stated that different organizations or companies depend on different philosophies. They apply different kinds of systems based on their culture. Some authoritative organizations keep most of the information within them and other expect to accept what they are told.

He explained that NCSC adopt and believe that participative management style is the way out. Participation is the culture of the company. The company managers believe that each and every individuals that have a unique skill, a unique quality, unique knowledge, a unique idea for transformation, change and development. Therefore; as he said at the same time the managers believe that everybody has a stake in the failure as well as success of the company. So, starting from the planning process up to the evaluation of the performance of individuals or groups of a company encourages in participating.

As he pointed out that in fact they do encourage and at the same time they believe that this is a privilege because employees have to know what they have done, what they achieve and also what is in the mind of management. There are challenges for instance employees tell you something. They know the problem but they want to know how the management is planning to address the issue.

As affirmed by the informant, employees have to know whether they are contributing good or bad. They have to be provided feedback at every stage in the planning stage, or during the performance evaluation stage or during the day to day operational activities. These individuals engage and participate in the entire process.

He supposed that employees, supervisors participate in the entire process. There is departmental meeting in daily, weekly, monthly, quarterly, and annually bases. At different scale employees participate. The employees participate when the company evaluates its performance against its plan. They identify problems, jointly propose solution and jointly implement the solution with the other stakeholders within the company. They are part of the decision making process.

As the informant acknowledged that when people feel involved, when people feel they are important, when you take their ideas, when you call them to discuss on a particular issue you are valuing them. Recognition is a human nature. Involvement by itself fosters team engagement. Being listened by itself gives encouragement and when you get feedback from your superiors.

As he explained sometimes we claim we know what we contribute or who we are but, when we get feedback from superiors or managers that also reassurance of our capability and our areas of achievement. So involvement, inflated morale, better team work could be achieved when there is two-way free flow of communication.

Based on the informant response there were foreigners in the managerial position within the company. Philippine on one hand Egyptians on the other hand. Usually they adopted a dictatorial type of leadership practice. They simply want to keep employees voices slow, and their hands and legs long. So they do what everyone told to do. They are not supposed to ask, they are not supposed to raise right or obligation related issues. Therefore; there was a certain gap that you think or that you perceive .that underlies the assumption that employees don't know about everything therefore they have to be told.

The other one is the language barrier. For Egyptians English language is not their mother tongue language on the other hand the Philippines speak the language in their own ascent. This also created a gap between them and the employees.

When the new management came after 3 years ago by replacing the foreigners management staffs the new management staffs did comprehensive organizational diagnosis with regard to their challenges, problems in every dimensions. The management did this with employees. As said by the informant the company clearly and openly told to the employees the survival and development of the company is fully dependent not only on the management but also on the employees. If all staffs of the company strive to together they will succeed together. If the employees feel that this is exclusively the responsibility of the management that cannot be the way out. At the same time if the management staffs believe that the employees don't have any contribution in the overall performance of the company it is equally devastating. Therefore; that was a basic premise that the company just put.

In accordance with the informant reaction, the management staffs get them a sense of confidence. Employees can say whatever they feel. This shouldn't be in any way a source of punishment. In fact they have to be thanked whatever the idea is. Therefore; that was accepted by the employees and the management did comprehensive diagnostic discussion. Based on the discussion the company developed a 3 years strategic plan. The plans are basically production oriented, marketing and sales oriented, cost reduction oriented, capacity building related, and sustainability development related. All these are strategic pillars or strategic themes came out of the discussion. That was not only a matter of drawing comprehensive plan but also a milestone that brought the management with employees together. Since then in fact the company has strict schedule with regard to how the employees and the management staffs communicate, how develop the company plan in the first place, then how they communicate the endorsed plan, how they monitor and evaluate this plan and what benefits are attached with different levels of achievement. Therefore; everybody is clear with his rights and obligations.

He affirmed that internal communication helps everyone in the company to have a shared responsibility, a shared accountability and a shared sense of ownership. In fact, technically speaking the owners could be 3 or 4 individuals. But, both the management staffs and employees believe that the company is themselves. If the company fails they also fail. When the owner bankrupt their life is put in danger. This is the source of their life. For this reason, all employees are partner for a common goal.

As said by him the atmosphere, the vibe created by the company played a substantial role to create relatedness among employees and management staffs. Previously things are kept in a hidden box. How much the company is producing nobody knows, how the company performing financially nobody knows, what are the challenges the company is facing now or will face potentially in the future they don't know. What they know is they are producing and what they produce is being sold. They have to question mark. We are producing and selling a product and selling products brings money and why people told to us the organization is going down? They have no idea. Because of shortage of information they have no a complete picture of the company. So, now when the new management open up everything psychologically getting clothier. The vibe created closeness, relatedness between the management and employees.

The informant said that internal communication among management and employees is improving from time to time. Employees understand that when anything goes wrong in the company they know adversely affects their life. The failure of the company has an impact in their life. This understanding is there. If people perform their work and achieve a certain result there is an associated what we called **PRPS/Performance Related Payment Scheme/** This is different from the monthly salary. If employees achieve a certain quantity of output within a certain volume or values within a certain time period fulfilling a certain quality then they are provided a certain incentive which could stretch high at 150% percent of their monthly salary. Sometime it could be zero if they haven't reached the threshold minimum level, but if that goes beyond that there are different clearly defined performance measurements. If they are within a reward able range they will be rewarded depending on the level of achievement they have attained.

According to the informant response internal communication is a package regarding as far as motivation is concerned. Communication is the most natural motivational element. Rewards, appreciation, recognition, Availability of acquiring resources, conduciveness of the working environment, and presence of team sprit also motivate employees.

As he said, communication at individual level goes right or wrong. However, the company has a strategic plan. Its plan is SMART/Specific, Measurable, Achievable, Realistic, Time-bounded/ The Company has detailed operational plan. The company plan cascade down to the lower level of individuals that what the employees do.

### **3. Communication Mediums**

Depending on the message, target groups, proximity, available technology communications vary.

According to the informant reaction, meeting is one of the main communication mediums. Employees are informing about the company overall activities through meeting. This is a common practice. E-mail also another medium to communicate. Usually communication happens in verbal and written forms in the company.

#### **4. Ways of Information flow within the company**

The other interviewee is the company planning and monitoring department head. As he said the communication is very smooth in the company. There is clear accountability, clear responsibility and sense of ownership. The company is profit making company so as to achieve this ultimate goal internal communication has crucial role to communicate with employees effectively.

According to the informant, the company is practicing both upward and downward communication. When we see downward communication the company managers communicates employees through policy, procedures, strategic plans, operational plans and if there is new event the managers communicate employees. When we see the upward communication if the employees have any questions they can communicate with the middle as well as top level management. The employees if they have question they provide their questions to quality circle members and these questions are compiling and present to the management team.

He affirmed that the problems raised by the employees also present to the daily functional department meeting to solve problems. If there is no any solution provide to the problems in the functional meeting the management finally gives feedback.

As said by the informant, everybody has similar information on different issues. Everybody is communicated about the company. The company communication system is clearly participatory.

#### **5. Significance of internal communication to the company**

From the standpoint of the second informant, internal communication helps the company to create mutual understanding and the communication system to be transparent. National Cement Share Company is a huge cement industry in the country. Therefore; to enhance the company capacity and to be first in the cement industry in the country internal communication is a signpost for the company. Internal communication has great value to the company. It assists the management to communicate with employees. Internal communication is now in a good stage in the company. The company uses face-face communication, E-mail and phone to communicate with employees.

## **6. Importance of internal communication to motivate employees**

According to the third informant internal communication has a great significance to motivate employees. Internal communication is very attached with employees-employees and employees-management relationship. The main purpose of the company is to produce products and provide to the market. To achieve this purpose, internal communication is a backbone for all things. If the communication fails between employees-employees and employees-management the company overall activities also fail and the company cannot achieve its ultimate goal of producing massive products and maximize its profits.

The role of internal communication is very great. It is the base of all things. If the internal communication improves from time to time productivity will grow. Internal communication is also paved the way to create conducive working environment.

As said by the informant the PR department organized recently. Even if PR has a massive role to communicate in a good manner the company ignores this role of PR. Now, the company organized the PR and communication directorate. The company tries to communicate its employees in different mediums. There is a magazine published twice a year. "**National Voice**" magazine is one way to communicate employees. Brochures, Billboard are other means of mediums for the directorate. The directorate has no well-established PR and communication plan. Moreover; there is no internal communication strategy. This hinders the company to secure well-established internal communication. Because without, internal communication strategy it is unthinkable to have good internal communication.

# CHAPTER FIVE

## 5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 5.1. Summary of the Findings

This study had been initiated with the intent of investigating internal communication as an instrument for employee motivation in Dire Dawa National Cement Share Company. The study based itself in meeting the following objectives from the start:

- ❖ To appraise the nature of internal communication between employees and management of the company
- ❖ To investigate the channels and tools of internal communication within the Company
- ❖ To explore how internal communication uses to motivate employees
- ❖ To assess how satisfied are staffs with internal communication

To undertake the study, the researcher employed a mixed research design as making use of both approaches complement each other by minimizing the weaknesses that each approach might have in its own when used alone. The data have been collected from 236 employees using a closed ended and open ended questionnaires and which has been presented and interpreted using a descriptive statistical methods and thematic narrations in chapter 4 above. Moreover, other members of the Company have also been interviewed which stayed for one hour to around two hours. The interviewees have been selected based on their appropriateness to the study and closed relationship in their daily contact with the employees.

More specifically, a Company CEO adviser, planning and monitoring department head, PR and communication directorate director were interviewed.

#### **The major findings of the study were:**

- **The nature of internal communication between employees and management**

The majority of employees revealed that the environment of communication within the management is found in a healthier position.

As the participants in the survey study depicted that the management gives reliable information to them frequently. Among the respondents 61% respondents replied that they receive reliable information from the management.

Many employees have opinions about their work places but never voice them for fear of reprisal. This tendency keeps valuable information hidden from those who make decisions. Voicing opinions in a professional manner can boost the profile of an employee and improve the morale of a company. Leaders who are receptive to all ideas, constructive feedback or even concerns over a decision have employees who are more engaged and productive.

Regarding opinions and suggestions as most employees who were participated in the survey study affirmed that they are well able to provide opinions and suggestions to the management on work related issues in the company.

The employees also revealed that the management gives constructive and valuable feedback to them. According to the majority response constructive and valuable feedback provided by the management is in a good position in the company. But, it needs to satisfy the rest employees' interest to gain constructive and valuable feedback to motivate employees for better achievement and for the company success as well.

According to the data obtained the management is open to negotiate with employees for mutual understanding, but it requires improvement for better mutual understanding.

The study result depicted that the majority of decision are not made after detailed discussion and majority vote by the management. The result of this question is under 50%. Therefore; it needs progress to improve this gap.

#### ➤ **The channels and tools of internal communication in the Company**

The company applies a variety of internal communication tools.

NCSC/National Cement Share Company/ is practicing downward communication. The company managers communicate employees through procedures, polices, rules that flows from top level managers to lower levels. Organizational policies and procedures are communicated to

employees through directives. These directives in the company may be sent only to employees who are directly affected by them or may be widely distributed for informational purpose.

Meeting is another effective and important form of downward communication. When management is to inform or give necessary directions to the subordinates immediately. A meeting can convey the message directly. NCSC is using meeting as one of downward communication channels. There are meetings in daily, weekly, monthly and annually bases.

The company also uses annual report to communicate with employees. The managers of the company present the overall activities of the company and discuss with the employees. E-mail also another medium to communicate. Usually communication happens in verbal and written forms in the company.

- When we see the employees' preference of internal communication tools personal communication took the leading position. E-mail is the second option of the employees.

➤ **Employees perception towards internal communication**

Based on the data obtained from the survey study, employees believed that internal communication serves as instrument to motivate them. Even if, there are a number of factors to motivate them internal communication helps them to have smooth and pleasurable communication with the management. It is obvious that communication is a key for every activity. The employees understood this irreplaceable role of communication. Especially, the employees pointed out that good internal communication plays a pivotal role to motivate them and strive to organizational success.

➤ Directorate with no expertise

NCSC public relation directorate staffs are not well-trained. Their educational qualification is not related to public relation or internal communication academic discipline. To practice the two-way symmetrical model senior public relation executive or others in the unit must have the professional knowledge needed. But, the staffs don't have professional knowledge. Including the directorate director the department staffs are seven in number. Their educational background are animal health, nursing, human resource and others. Over all, it is not related to the relevant educational background.

## 5.2. Conclusions

Based on the major findings of the study explained above the study has made the following conclusions concerning the researched problem. The study results revealed that the significance of internal communication as an instrument for employee motivation is enormous.

From the study output, the researcher can conclude that both the management and employees understood the importance of internal communication as a mechanism to motivate employees.

It is unimaginable that without communication to achieve organizational success. For this reason, providing a great attention to communication is mandatory. From the study the researcher understood that the national cement company pays attention to internal communication But, the company needs to enhance its attention to motivate employees and strive for organizational achievement.

From the study result we can conclude that in addition to internal communication employees also motivated by fair salary, recognition, conducive working environment. The company also should give special attention to the mentioned motivational factors.

As the study result showed that internal communication in national cement company is found in healthier position. The company applies a variety of communication tools. To be profitable from the importance of internal communication in a better way the company attention towards internal communication should be increase from time to time.

### 5.3 Recommendations

Based on the findings of study, the researcher would like to make the following recommendations:

- ❖ **It is better to use rich channels rather than leanest channels to the Company.**  
Leanest channels are present information without allowing for immediate interaction, and they often convey “just the facts.” Brochure, magazine, newsletter are leanest medias used by the company. Rich channels are more interactive, provide opportunities for two-way communication, and allow both the sender and receiver to read the non-verbal messages channels such as face-to-face or personal communication. Therefore; the company center of attention should be on rich channels which are more interactive.
- ❖ Based on the study end result internal communication plays a fundamental role to motivate employees. Therefore; to augment the significance of internal communication the company spotlight should be improves from time to time. Because communication by itself non-stop process. It needs consistent follow up.
- ❖ There are also other motivational factors such as recognition, fair salary, and conducive working environment. The company also should give special attention to fulfill these motivational factors because they have influence on effectiveness of internal communication.
- ❖ The data shows the company recognizes its employees as valuable and appreciated their work. But, it is not satisfactory. Therefore, as much as possible National cement company should boost giving recognition and considering employees as a valuable person.
- ❖ The Company should organize the public relation directorate with qualified persons. It helps to perform public relation and internal communication activities in a good manner, It also assists to secure two- way symmetrical communication
- ❖ The Company specifically the public relation directorate should prepare internal communication strategy. It is mandatory to practice internal communication in the company in a meaningful way.

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# Appendix I

## Interview Guiding Questions (English Version)

### For company Managers

1. What are the **values** of internal communication for the company?
2. How do you describe the **primary functions** of internal communication for the company?
3. How do you explain the **involvement** of employees in the practice of internal communication within the company?
4. How do you describe the **acceptance** of the internal communication by the employees?
5. How do you explain the **progress** of internal communication between management and employees within the company?
6. How do you describe the **significance** of internal communication to motivate employees?
7. Are there any **challenges** in practicing internal communication? What are they?

**Thank you very much!!!!**

### ለናሽናል ሲሚንት ኩባንያ ስራ-ስኬያጆች የቀረበ ቃለ-መጠይቅ

1. በኩባንያው ያለው የእርስ በእርስ መግባባት /የውስጥ ተግባሮች/ለናሽናል ሲሚንት ኩባንያ ምን እሴት አለው?
2. በኩባንያው የእርስ በእርስ መግባባት /የውስጥተግባሮች/ለመፍጠር እየተሰሩ ያሉ ዋና ዋና ተግባራትን ቢገልጹልኝ?
3. የኩባንያው ሰራተኞች በኩባንያው ውስጥ ባለው የእርስ በእርስ መግባባት/ውስጣዊ ተግባሮች/ ያላቸውን ተሳትፎ እንዴት ይገልጹታል?
4. በኩባንያው ውስጥ ስላለው የእርስ በእርስ መግባባት/ የውስጥ ተግባሮች/ በሰራተኞች በኩል ያለውን ተቀባይነት እንዴት ይገልጹታል?
5. በኩባንያው ውስጥ ያለው የእርስ በእርስ መግባባት/ የውስጥ ተግባሮች/ በሰራተኞችና በማኔጅመንቱ መካከል ያለውን መስተጋብር /ግንኙነት/ በማሳደግ ረገድ ያለበት የዕድገት ለውጥ ደረጃ እንዴት ይገለጻል?
6. በምን ዓይነት መንገዶች ኩባንያው የሰራተኞችን ተነሳሽነት መገንባትና ተነሳሽነታቸውን አስተማማኝ ማድረግ ይችላል ብለው ያስባሉ?
7. በኩባንያው ውስጥ የእርስ በእርስ መግባባት /የውስጥ ተግባሮች/ለመፍጠር የሚያጋጥሙ ችግሮች ይኖሩ ይሆን? ካሉ ቢዘረዝሩልኝ?

**በጣም አመሰግናለሁ!**

### For Company Employees

1. What are the **benefits** of internal communication for motivation in your work?
2. How do you describe the **relationship** between the management and employees?
3. How do describe the **acceptability** for internal communication in your department?
4. How do you describe your **participation** in the practice of internal communication in your company?
5. **What kind of channels do you use so as to communicate with the managers at each level within the company?**

**Thank you very much!!!!**

### ለሰራተኞች የቀረበ ቃለ-መጠይቅ

1. በኩባንያው የእርስ በእርስ መግባባት መኖር በሰራተኞች ተነሳሽነት እንዲኖራችሁ ምን ዕሴት ወይም ጠቀሜታ አለው?
2. በማኔጅመንቱና በሰራተኞች መካከል ያለውን ግንኙነት እንዴት ይገልፁታል?
3. በእናንተ በኩል የእርስ በእርስ መግባባቱ ያለው ተቀባይነት ምን ይመስላል?
4. በኩባንያው ውስጥ ባለው የእርስ በእርስ መግባባት ተሳትፎአችሁን እንዴት ትገልፁታላችሁ?
5. በኩባንያው ውስጥ በተለያዩ ደረጃዎች ከኩባንያው የሥራ ሃላፊዎች ጋር መረጃ ለመለዋወጥ ምን አይነት የመረጃ መለዋወጫ መንገዶችን ይጠቀማሉ?

**በጣም አመሰግናለሁ!**

### For Public Relation experts and Department head

1. What is the **role** of internal communication within the company?
2. What **channels** of communication exist in the company?
3. As a **manager** what is your **view** towards internal communication within the company?
4. How is the company using internal communication to motivate company employees?
5. In what ways the **company staffs** satisfied with internal communication?
6. In what ways the company builds and secures high level of employee motivation?
7. What **measures/ actions** taking to improve internal communication within the company?

**Thank you very much!!!!**

**ለህዝብ ግንኙነት ባለሙያዎችና ለክፍሉ ሃላፊዎች የቀረበ ቃለ-መጠይቅ**

1. የእርስ በእርስ መግባባት መኖር ለኩባንያው ያለውን ሚና እንዴት ይገልፁታል?
2. በኩባንያው ውስጥ የምትጠቀሙባቸው የኮሚኒኬሽን መንገዶች /ቻናሎች/ ምንድናቸው?
3. የሰራ ሃላፊ እንደ መሆንዎ መጠን በኩባንያው ውስጥ ያለውን የእርስ በእርስ መግባባት/ የውስጥ ተግባራት/የሚያዩት እንዴት ነው?
4. የእርስ በእርስ መግባባት በሰራተኞች ላይ ተነሳሽነት ለመፍጠር የሚጠቅመው እንዴት ነው?
5. በኩባንያው ውስጥ ያሉ ሰራተኞችን የእርስ በእርስ መግባባት/ ውስጣዊ ተግባራት/እንዴት ያረካቸዋል ብለው ያስባሉ?
6. በእርስዎ ዕይታ በኩባንያው ውስጥ በምን ዓይነት መንገዶች የሰራተኞችን ተነሳሽነት መገንባትና አስተማማኝ ማድረግ ይቻላል ብለው ያስባሉ?
7. በኩባንያው ውስጥ ያለውን የእርስ በእርስ መግባባት/የውስጥ ተግባራት/ ለማሻሻል በኩባንያው ምን ዓይነት እርምጃዎች እየተወሰዱ ነው?

**በጣም አመሰግናለሁ!**

## **Appendix 2**

### **Questionnaire for Staffs of National Cement Share Company**

**Dear respondents,**

I am a postgraduate student of Public Relations and Strategic Communication at Addis Ababa University, currently doing my MA thesis on **An Assessment of Internal Communication as an Instrument for Employee Motivation.**

The purpose of this questionnaire is to gather the necessary data to assess the significance of internal communication to enhance the motivation of National Cement Share Company employees.

I would really appreciate you taking the time to fill out honestly these survey questionnaires to help me with my research work.

No need of writing your name, please indicate your responses by ticking or circle your response and also you are expected to write clear and precious words or sentences on open-ended questions.

Please do not hesitate to give any information you are assured that the information given will be handled with great confidentiality.

**Thank you for your cooperation!**

#### **Part One: Demographic Information**

Gender

- Male**
- Female**

Age

- A. Below 19 years B. 20-29 years C. 30-39 years D. 40-49 years E. 50-59 years  
F. above 60 years

**Please indicate your educational qualification.**

- A. Grade 10 complete B. Grade 12 complete C. Vocationally trained D. Diploma  
E. BA/BSC F. MA/MSC G. PHD

**Years Experience in the company**

- A. 1-5 years B. 6-10 years C. 11-15 years D. 16 years and above

**Part Two:**

**1. I feel that I belong to the Company**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**2. How much do you satisfied with your Company internal communication?**

A. Very satisfied B. Satisfied C. Neither satisfied nor dissatisfied D. dissatisfied  
E. Very dissatisfied

**3. I have pleasurable communication with the management**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**4. I am satisfied with explanations I get from executive management or facilitators about why things are done as they are.**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**5. Effective information sharing amongst employees result to better employee motivation**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**6. I receive information from the sources that I prefer (e.g. my supervisor, unit meetings, co-workers, Newsletters)**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**7. Team meetings are conducted regularly in the Company**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**8. I can able to share information easily within the company**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**9. I can collaborate and solve problems in teams within the company**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**10. I am able to provide opinions and suggestion to managers on work related issues in the Company.**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**11. I am motivated because managers involve me in decision making.**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

**12. My boss encourages and supports me when I face difficulty or stressful task and condition.**

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

- 13. The nearest manger gives to me constructive and valuable feedback**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 14. The Company recognizes me as a valuable employee and appreciated the work.**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 15. As a result of my motivation I am working intensely.**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 16. I am satisfied with the present income from the company.**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 17. Salary increase is an important motivator to me**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 18. I share theCompany vision and strive towards its achievement.**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 19. Most decisions within the company are made after thorough discussion and majority vote**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 19. The Company is usually willing to negotiate with employees for mutual understanding.**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 20. Managers always give reliable information about the company to their work sections**  
 A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
- 21. What motivates you at work place? Put your answer based on the rank**  
 A. Good internal communication B. Conducive working environment C..Management team  
 team
4. Salary
5. Other-----

**22. Which Internal Communication channels do you exercise with your colleagues?**

**Tick more than one/**

A. Meeting B. E-mail C. Personal Information D. Phone

E. Other (s), please specify\_\_\_\_\_

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**23. What does de-motivate you in your workplace?**

. Poor internal communication B. Stress C. Low salary D. Poor employee handling

E. Work load

**24. What should be done to minimize factors that affect employees' motivation?**

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**አዲስአበባዩኒቨርሲቲ የጋዜጠኝነትና ኮሙኒኬሽን ድህረ-ምረቃት/ቤት**

በአሁኑ ወቅት በአዲስ አበባ ዩኒቨርሲቲ የጋዜጠኝነትና ኮሙኒኬሽን ድህረምረቃ ት/ቤት ለሁለተኛ ዲግሪዬ /MA/ ማሟያ ጥናት እያደረኩ ያለው ተማሪ ነኝ። የጥናቴ ርዕስም ስራተኞች እርስ በእርስና ከሃላፊዎቻቸው ጋር ያላቸው መግባባት በስራቸው ተነሳሽነት እንዲኖራቸው ያለው ሚናን የተመለከተነው።

ውድመላሾች! እውነተኛና ግልጽ መረጃዎችን በመስጠት የጥናቴ ተሳታፊ እንዲሆኑ በአክብሮት እየጠየኩ፤ ጊዜዎን ሰጥተው ለሚያደርጉልኝ ያልተቆጠበ ትብብር ልባዊ ምስጋናዬን አስቀድሜ አቀርባለሁ።

በመጠይቁ ላይ ስምዎን መጥቀስ አይጠበቅብዎትም። ምላሽዎን በሚጠይቀው አማራጭ ላይ ይክበቡ ወይም “X” ምልክት ያድርጉ። ማብራሪያ ለሚፈልጉት ጥያቄዎች አጭርና ግልጽ ቃላትን እንደሚጠቀሙ ተስፋ አደርጋለሁ። የሚሰጡት መረጃ ከዚህ ጥናት ውጭ ለሌላ ተግባር አይውልም። ለሌላ ወገን አሳልፎ እንደማልሰጥም ላረጋግጥልዎ እወዳለሁ።

ጾታ

- ወንድ
- ሴት

ዕድሜ፡

ሀ. ከ19 ዓመት በታች ለ. ከ20-29 ሐ. ከ30-49 መ. ከ50-59 ሠ. ከ60 በላይ

**የትምህርት ደረጃ**

ሀ. 10ኛ ክፍል ያጠናቀቀ ለ. 12ኛ ክፍል ያጠናቀቀ ሐ. በሙያ ትምህርት የሰለጠነ መ. በዲፕሎማ የተመረቀ ሠ. በተፈጥሮ ሳይንስ ወይም በማህበራዊ ሳይንስ በመጀመሪያ ዲግሪ የተመረቀ ረ. በተፈጥሮ ሳይንስ ወይም በማህበራዊ ሳይንስ ሁለተኛ ዲግሪ የተመረቀ ሰ. በዶክትሬት የተመረቀ

**በኩባንያው ያለዎት የስራ ልምድ**

ሀ. ከ1-5 ዓመት ለ. ከ6-10 ዓመት ሐ. ከ11- 15 ዓመት መ. 16 ዓመትና ከዚያ በላይ

**ክፍል ሁለት**

**1. የኩባንያው አካል እንደሆንኩ ይሰማኛል**

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልሰማምም ሠ. በጣም አልሰማምም

**2. በእርስዎ ዕይታ በኩባንያው ውስጥ ያለው የእርስ በእርስ መግባባት ምን ያህል አጥጋቢ ነው ብለው ያስባሉ?**

ሀ. በጣም አጥጋቢ ነው ለ. አጥጋቢ ነው ሐ. አጥጋቢ ነው ማለት አጥጋቢ አይደለም ማለትም አልቸልም መ. አጥጋቢ አይደለምም ሠ. በጣም አጥጋቢ አይደለም

3. ከኩባንያው የሥራ ሃላፊዎች ጋር መልካም የሆነ መግባባት አለኝ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

4. ከበላይ ሃላፊዎች ወይም ከሥራ አስተባባሪዎች በኩባንያው ስለሚሰሩ ስራዎች የማገኘው ገለፃ አጥጋቢነው

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

5. በሠራተኞች መካከል ውጤታማ የሆነ የመረጃ ልውውጥ መኖር ጥሩ የሆነ የሥራ ተነሳሽነት በሠራተኞች መካከል ይፈጥራል

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

6. በምመርጣቸው የመረጃ ማግኛ መንገዶች ከኩባንያው መረጃ ይደርሰኛል

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

7. በኩባንያው የቡድን ውይይቶች በመደበኛነት ይካሄዳሉ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

8. በኩባንያው ውስጥ በቀላሉ መረጃ መለዋወጥ እችላለሁ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

9. ከሥራተኞች ጋር ጥሩ የሆነ መግባባት ስላለኝ ከእነሱ ጋር በህብረት የሚያጋጥሙ ችግሮችን መፍታት እችላለሁ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

10. ለኩባንያው የሥራ ሃላፊዎች ሃሳብና አስተያየት በነፃነት መስጠት እችላለሁ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

11. በኩባንያው ውስጥ በውሳኔ ሰጪነት ስለምሳተፍ ለስራዬ ተነሳሽነት አለኝ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

12. አስቸጋሪ ስራ ሲገጥመኝ ወይም ከባድ ሁኔታ ውስጥ ስሆን የቅርብ አለቃዬ ድጋፍም ማበረታቻም ያደረግልኛል።

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

13. የቅርብ አለቃዬ በስራዬ ላይ ገንቢና ጠቃሚ አስተያየት ይሰጠኛል

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

14. በስራዬ ተነሳሽነት ስላለኝ በጋላ ስሜት እሰራለሁ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

15. አሁን በኩባንያው ውስጥ በማገኘው ገቢ እርካታ አለኝ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

16. የደሞዝ ጭማሪ በስራዬ ላይ ከፍተኛ መነሳሳትን ይፈጥርልኛል

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

17. የኩባንያውን ራዕይ በመጋራት ለኩባንያው ስኬት እተጋለሁ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

18. በኩባንያው ውስጥ የሚወሰኑ ውሳኔዎች በውይይትና በብዙሀኑ ድምፅ የሚወሰኑ ናቸው

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

19. በኩባንያው ውስጥ የጋራ መግባባት ለመፍጠር ኩባንያው ለውይይት ፈቃደኛ ነው

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

20. የኩባንያው የየሰራ ሃላፊዎች ለየሰራ ክፍሉ ትክክለኛ መረጃ ይሰጣሉ

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. መልስ የለኝም መ. አልስማማም ሠ. በጣም አልስማማም

21. በስራዎ ላይ ከሚከተሉት ውስጥ ከፍተኛ መነሳሳት የሚፈጥሩልዎትን እባክዎን በቅደምተከተል ያስቀምጡ!

ሀ. መልካም የሆነ የእርስ በእርስ መግባባት ለ. ምቹ የሆነ የሰራ ሁኔታ ሐ. የማይገኝበት ቡድን መ.ከኩባንያው የሚያገኙት ገቢ

ሠ. ከተጠቀሱት ውጭ ሌሎች በስራዎ መነሳሳት የሚፈጥሩልዎት ነገሮች ካሉ እባክዎን ቢጠቅሱልን-----  
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22. ከስራ ባልደረቦችዎ ጋር የእርስ በእርስ መግባባት ለመፍጠር የትኛውን የመግባቢያ መንገድ ይመርጣሉ? ከአንድ በላይ መምረጥ ይችላሉ

- 1. ስብሰባዎች 2. ኢ-ሜይል 3. ከሰራተኞች ጋር እርስ በእርስ መረጃ መለዋወጥ 4. የስልክንግግር
- 5. ከተጠቀሱት ውጭ ሌሎች የእርስ በእርስ መግባባት ለመፍጠር የሚመርጡት የመግባቢያ መንገድ ካለ እባክዎን ቢጠቅሱልን-----  
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23. በስራዎ ላይ ተነሳሽነት እንዳይኖርዎት የሚያደርግዎት ምንድነው? እባክዎን በቅደምተከተል ያስቀምጡ

- 1. ደካማ የሆነ የእርስ በእርስ መግባባት 2. ውጥረት 3. ዝቅተኛ ክፍያ 4. ደካማ የሆነ የሰራተኞች አያያዝ 5. የሰራ ጫና

24. ሰራተኞች በስራቸው ተነሳሽነት እንዳይኖራቸው የሚያደርጉ ምክንያቶችን ለመቀነስ ምን መደረግ አለበት?

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