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Addis Ababa University

School of Graduate Studies

School of Journalism and Communication

**The Practice of Communication in Government Organizations: The Case of
Ministry of Urban Development and Construction**

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**A Thesis Submitted to Addis Ababa University School of Graduate Studies
School of Journalism and Communication in partial fulfillment for the
requirements of Master's Degree in Public Relation and Strategic
Communication**

September 2021

Addis Ababa University

Addis Ababa, Ethiopia

DECLARATION

I, Getachew Hailu Mazengia, hereby declare that this thesis entitled "Practice of Communication in Government Organizations: The Case of Ministry of Urban Development and Construction" is an original work of mine, not submitted for a degree at any other university or institution, and that all sources used for this thesis have been duly acknowledged.

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September 2021
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Abstract

The right organizational communication is crucial for success and sustainability. Therefore, the main objective of this study was to assess organizational communication practices in the Ministry of Urban Development and Construction as a case study using a mixed methods research design. A total of 196 employees of the Ministry responded to the questionnaire. The analysis of the questionnaire was supplemented with in-depth interviews with key informants and focus group discussions. An attempt was also made to cross-check the analysis with similar case studies and reports of the Ministry. Most of the respondents 112 (57.1%) rated the use of electronic communication as "very and extremely effective", followed by face-to-face or oral, written and telephone communication which was rated as "very and extremely effective" by over 50% of the respondents. On publications, 104 (53.06%) of the respondents agreed with "not effective and somewhat effective", and on conferences or meetings, 103 (52.6%) of the respondents agreed with "not effective and somewhat effective". The study revealed that the Ministry hardly conducts training and awareness on communication issues. The Ministry has not put in place communication strategies to improve its performance and service delivery. Factors such as communication tools, communication strategies, knowledge and awareness, communication skills and structural communication flows were found to have statistically significant influence on the communication practices of the Ministry (P-values, 0.000). The study concluded that great attention should be paid to communication practices to improve ministry performance. Therefore, improving communication tools, communication strategies, communication knowledge and awareness, communication skills and organizational structure-based communication is essential.

Keywords: Communication practices; effective communication tools and regression analysis.

Acknowledgments

First, I praise Almighty God and His Mother, St. Mary, for giving me the patience to complete the research project within the allotted time frame.

I am grateful to my supervisor, Agaredech Jemaneh (Ph.D.), for her dedicated support and encouragement. Without her regular follow-up and constructive criticism, I would not have been able to complete the research paper. I appreciate Ato Kassahun Tsegaye for providing invaluable documents for research and technical support during my study. Your support was indeed important for my success. I would also like to thank the managers, directors, professionals, and supportive staff of MoUDC who responded to the questionnaire with due diligence.

Last but not least, my special thanks go to my beloved wife Bizuayehu Tenaw. Your appreciation, sacrifice, and financial support cannot be put into words. Thank you once again!

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Acronyms

ECSPI__	Ethiopian Cities Sustainable Prosperity Initiatives
EPRDF__	Ethiopian People`s Revolutionary Democratic Front
FDRE __	Federal Democratic Republic of Ethiopia
FGCAO __	Government Communication Affairs Office, Ethiopia
FGDs__	Focus Group Discussions
HRDD__	Human Resource Development Directorate, MoUDC
ICTs __	Information Communication Technologies
MoUDC__	Ministry of Urban Development and Construction, Ethiopia
PMI__	Project Management Institute, USA
PRCD__	Public Relations and Communication Directorate, MoUDC

CHAPTER ONE

INTRODUCTION

This chapter consists of the background of the study, problem statement, objectives of the study, research questions, scope of the study, significance of the study, limitations of the study, and organization of the study.

1.1. Background of the study

Organizational communication is fundamental to being successful and achieving the goals of their institutions. It is the lifeline that sustains the positive relationship between managers and employees (McKinney et al, 2004). Getinet (2017), citing Coates (2009), describes organizational communication as "the interactive life of any number of people-from a couple to a country-depends on communication, communication is said to be the lifeblood of an organization." It coordinates the factors of production and basically the material and human elements of an organization as the main cause of change and development.

People in the workplace spend a lot of time communicating with each other in meetings, on the phone, by email, etc., as do managers with employees and other people while performing, planning and organizing, or directing and supervising tasks in their organizations (Nebo et al, 2015). This shows that the communication skills of employees and managers affect organizational effectiveness and performance. Effective communication practices, therefore, play a pivotal role in improving the efficiency and performance of organizations as a whole (Sethian and Seth, 2015). Effective communication practice in the workplace creates job satisfaction, reduces conflict, increases production and productivity, which ultimately leads to the formation of better personal and professional relationships and ensures appropriate use of resources (Adu-Oppong and Agyin-Birikorang, 2014).

Gilley and McMillan (2009) have outlined that effective organizational communication practices increase employee morale and motivation, which develops a sense of belonging and shared responsibility for the organization among employees. To maintain employee focus, productivity

and commitment, internal organizational communication must be on track, straightforward and consistent. This would be useful in educating employees and enabling them to appreciate the vision, programs and goals of their organization (Essays, 2013). Smith and Mounter (2008) also emphasize that organizations need better communication to achieve better results and performance.

From the statements and arguments of the above scholars, it can be generalized that proper communication practices are essential for any organization, whether it is small or large, local or international, real or virtual.

Since communication involves the exchange of information, information is necessary to coordinate activities among the different departments of the organization. Therefore, effective communication practices in organizations should have well-defined communication channels, smooth exchange of information between departments and employees, analysis of information related to decision making, internal communication within the organization, and other aspects (Goetsch and Davis, 2010).

This study, therefore, aims to examine the practice of communication in government organizations using the Ministry of Urban Development and Construction (MoUDC) as a case study. The study aims to provide decision-makers, managers, directors, and staff with a general understanding of MoUDC's practice of communicating with staff on urban development agendas and enable them to improve it to ultimately achieve the vision of "creating prosperous and globally competitive urban centers and a competitive construction industry by 2025."

The history of MoUDC dates back to the imperial regime of Haile Selassie I (1930-1974). Although organizational structures changed due to changes in government and national development plans, MoUDC's mandate remained primarily focused on urban master plans to support urban growth and provide municipal services and housing to urban residents. During the EPRDF regime, the adoption of the 1995 FDRE Constitution mandated MoUDC to facilitate and coordinate overall urban development programs and projects through a decentralized system of government (Efrem, 2017).

According to the proclamation (No. 1097/2018), MoUDC's mandate for urban development (Federal Ministry) includes the following:

- To provide clear national guidance on urban development in terms of policy development and implementation;
- To provide the national framework for laws, regulations, policies, procedures, and guidelines where appropriate and necessary;
- To provide a framework for implementation of policies and strategies through programs, sub-programs and projects;
- To build and ensure sufficient capacity at the federal, regional and local levels of government and, where appropriate, in relevant agencies, institutions and communities to support the implementation of policies and strategies;
- To build and ensure effective leadership to support the implementation of policies and strategies;
- To ensure that all involved and interested stakeholders understand the national policies, strategies and programs, and to build effective communication and means of mobilizing resources and support to maximize the potential to achieve the expected results, capacity building is therefore a key mandate of MoUDC:
- Internally, MoUDC needs to enable its staff to do their work on a general administrative basis and support the implementation of the strategic plan - with knowledge, skills and attitudes.
- MoUDC is tasked with providing overall leadership and capacity building for existing and future staff in regional states, chartered cities, agencies, cities and towns responsible for urban development, housing and construction (Federal Negarett Gazette, 2018).

Like any other federal executive body, MoUDC is based in Addis Ababa, opposite to National Bank of Ethiopia. According to the Ministry's report Human Resource Management Directorate (2020), there are about 400 staff working in the Ministry's 10 bureaus and 70 directorates.

1.2. Statement of the problem

Many organizations around the world fail to achieve better performance due to lack of effective communication practices (Filberth, 2018). A study conducted by PMI (2013) found that on average, 50 percent of projects fail to meet required goals because organizations lack effective communication practices.

In developing countries, including Sub-Saharan Africa, much needs to be done to improve effective communication in government organizations to ensure sustainable development and build democracy. Governments are not developing and using appropriate communication strategies and tools to truly improve the quality of people's lives and maintain their vitality and diversity. Their communication systems are much more vulnerable to public criticism and the emergence of religiously and ethnically motivated violence (Ojenike et al, 2014). In Ethiopia, the FGCAO report (2016) showed that although government organizations have established public relations and communication offices, the communication systems, strategies and tools developed did not take into account the needs and interests of the public and stakeholders and did not complement them with modern ICTs.

Contrary to its vision, mission and founding goal, MoUDC has encountered a lot of problems. One of the profound challenges is the misuse of resources and widespread corruption in land administration, housing projects, urban planning, construction and infrastructure projects, various contract administrations, project management and service delivery in machinery licensing and renewal. In some urban centers, in major regional cities and Addis Ababa, misuse of land by disregarding structural plans has reached the stage of bad governance. Thus, urban planning proclamations, ordinances and guidelines are violated in black and white. Various problems related to hiring, knowledge and lack of skills of managers and employees have adversely affected the implementation of urban development policies, strategies, programs and projects expected by the government. Managers and employees have not been provided with technical training in line with the nature of the various departments in the Ministry to effectively support the regional states and city councils. In addition, the Ministry's poor management style has had a wide range of negative impacts on urban development across the country.

Despite these challenges, MoUDC is expected to transform the existing urban centers into modern competitive centers of excellence by undertaking a wide range of activities in the coming years with the active participation of its employees, stakeholders and urban dwellers. Therefore, the Ministry must develop and master the art of communication while managing the thoughts, feelings and emotions of its employees. Studies show that the most successful organizations around the globe have developed the art of effective communication to ensure their role as a conduit for the flow of information, resources, and even policies to employees, stakeholders, and business partners. Just as blood transports beneficial minerals from the food we eat to maintain the healthy functions of our bodies, so does communication (Shonubi and Akintaro, 2016; Kinicki and Kreitner, 2006; and Chmielecki, 2015). This is also confirmed by a study by Shonubi and Akintaro (2016) that organizations with well-designed communication strategies, systems and tools can be dynamic and productive enough, provide employment opportunities and achieve the goals set by business owners and governments in due course. In the words of Neilson (1997), effective communication is the "backbone of organizational success".

The objective of this study is therefore to assess the practice of communication in government organizations using the Ministry of Urban Development and Works as a case study. The study also focuses on identifying factors and measuring their impact on communication practices in the Ministry, which the researcher believes is very important to serve as input to policy makers, managers and employees in addressing urban development challenges.

In the context of organizational communication practices, there are a considerable number of studies around the world, including developing countries. Since the socio-economic realities, dynamics and nature of MoUDC differ significantly from organizations in other parts of the world, including Sub-Sahara African, the studies are less concerned with the factors that influence communication practices in MoUDC. Moreover, most studies focus on establishing the relationship between effective communication and organizational performance. For example, the studies by Filberth (2018) and Kelvin-Iloafu (2016) did not identify and measure factors that precisely affect effective communication practices and harm the overall performance of organizations or companies. Another study by Jones et al. (2004) examined organizational communication challenges in depth but did not measure the extent to which these challenges affect organizational communication practice. Since the urban development sector is key to the

development of towns and cities, much needs to be done in the area of creating and consolidating communication systems that meet the current development needs and socio-economic dynamics of the country.

This study, therefore, aims to assess communication practices in the Ministry of Urban Development and Construction and identify factors that influence communication practices in the Ministry. Ultimately, it is expected to provide valuable guidance to decision-makers, communication managers and practitioners and encourage scholars to conduct further research in this area.

1.3. Objectives of the study

1.3.1. General objective

The general objective of the study is to evaluate the practice of organizational communication in the Ethiopian Ministry of Urban Development and Construction.

1.3.2. Specific objectives

The specific objectives of the study focus on:

- examining whether or not the communication tools used in the Ministry of Urban Development and Construction are effective;
- evaluating the communication strategies used in the Ministry; and
- identifying factors that influence communication practices in the Ministry;

1.4. Basic research questions

The study sought to answer the following questions:

- Are the communication tools used in the Ministry of Urban Development and construction effective?
- What are the communication strategies used in the Ministry?
- To what extent do the identified factors/barriers influence communication practices in the Ministry?

1.5. Scope of the study

The study is limited to the evaluation of internal communication practices in government organizations using the Ministry of Urban Development and Construction as a case study. The main purpose of the study is to evaluate the effectiveness of communication tools, explore communication strategies and identify the factors that influence communication practices. The study used quantitative and qualitative research approach to collect and analyze the data. The data collection and analysis period of the study was from September 2020 to August 2021.

1.6. Significance of the study

The study of communication practices in government organizations undoubtedly improves service delivery and organizational performance. Therefore, assessment of communication practices in MoUDC plays an important role in addressing some of the factors that affect communication and have far-reaching implications for the country as a whole. It would provide invaluable information to decision makers, communication practitioners, managers and professionals to improve communication practices and system in MoUDC. The study would also provide important information for scholars researching in the field of public relations and strategic communication.

1.7. Limitations of the study

The communication practice in the Ministry of Urban Development and Construction was analyzed based on self-reporting data. The further limitation might be the underestimation and overestimation of the respondents might affect the results of the study under certain conditions. However, much effort was exerted to minimize the limitations by conducting in-depth key informants' interviews and focus group discussions.

1.8. Organization of the study

The rest of the chapter is organized as follows: Chapter two explains the concepts and definitions of terminologies, theoretical literature review/model, empirical literature review and conceptual framework. The third chapter presents the research methodology, which includes research design and method, sampling technique and procedures, methods of data collection, organization and analysis, and in-depth interviews and focus group discussions. The fourth chapter deals with data analysis and presentation. The final chapter deals with the summary of findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

The literature review section covers the major topics such as basic definitions and concepts of terminologies, the theoretical literature review, the empirical literature review, and the conceptual framework. The theoretical literature review provides scholarly definitions and rationales, while the empirical literature review summarizes observed facts, research, or tested theories conducted on topics related to organizational communication practice.

2.1. Basic definitions and concepts of terminologies

2.1.1. Definitions and concepts of organization

Several scholars define organizations in different ways. The famous scholar Allen (1958) defined organization as "the process of identifying and grouping the work to be done, defining and delegating responsibility and authority, and creating relationships that enable people to cooperate most effectively in achieving goals." Allen explained that "organization is a tool for achieving organizational goals. The work of each person is defined, and the authority and responsibility for achieving the same are specified.

Sheldon (1923) in turn defined organization as "the process of combining the work to be done by individuals or groups with the facilities necessary for its accomplishment, so that the tasks so performed provide the best channels for the efficient, systematic, positive, and coordinated application of available effort." According to Sheldon, "the organization helps in the efficient use of resources by dividing the tasks of different people."

Gurukul (2017) cites North (1947) who describes organization as "the arrangement by which men and women are assigned tasks so that their efforts contribute effectively to a more or less clearly defined purpose for which they have been brought together." According to him, the main purpose of organization is "to coordinate the activities of the various people working in the organization in order to achieve organizational goals."

Under the static concept, 'organization' is used as a structure, entity or network of certain relationships in which a group of people are brought together in a formal relationship to achieve common goals. Under the dynamic concept, 'organization' is used as the process of an ongoing activity - the process of organizing work, people and systems. It deals with the process of determining activities necessary to achieve a goal and classifying these activities into appropriate groups assigned to individuals. It views an organization as an open, adoptive system rather than a closed system. The dynamic concept emphasizes individuals and views the organization as a continuous process (Gurukul, 2017).

Based on the above definitions of organization and concepts, it can be concluded that an organization involves division of labor, coordination of various activities, cooperative relationship between different groups (vertical and horizontal relationship), hierarchically based responsibilities that establish the lines of communication and patterns of relationships. All this is done to achieve the common goals of the organizations.

2.1.2. Definitions and concepts of organizational communication

There are different ways to define organizational communication. According to Yin (2011), organizational communication is referred to as the process by which members gather, relay, and interpret relevant information about the organization and changes within the organization. Communication can be either verbal or nonverbal. Communication goes beyond the transmission of a message, which requires an understanding of its meaning. Communication assists members to discuss relevant organizational issues, generate and share information to develop innovative ideas and make decisions to safely achieve organizational and individual goals (Yin, 2011).

Getinet (2017) refers to Deetz (2001) and says that organizational communication is the sending and receiving of messages between interconnected individuals in a particular setting or environment to achieve individual and shared goals. It is highly contextual and cultural and is not an isolated phenomenon. Individuals in organizations convey messages through personal, written, and mediated channels. Organizational communication is largely focused on relationship building or repeated interpersonal interactions with internal organizational members and interested external publics.

Goldhaber (1990) further stated that organizational communication helps us accomplish tasks and develop relationships where "human messages are directed to people within the organization-their attitudes, morale, satisfaction, and fulfillment"-and the operations of the organization are coordinated, planned, and controlled by management. According to the statement of Gizir and Şimşek (2005) cited in Tilahun (2020), organizational communication is necessary for the survival of the organization and plays an important role in the realization of organizational visions, missions and goals. In an organization where there is sufficient communication, it is expected that the goals of the organization are properly understood and that the members of the organization work in a coordinated manner to achieve these common goals (Aydın, 2000).

Based on the concepts and definitions of the above scholars, it can be concluded that a communication organization is crucial in building consensus among employees and relevant stakeholders and encouraging them to achieve the desired goals set at its inception.

2.1.3. Definitions and concepts of effective organizational communication

Effective communication is the "process of exchanging ideas, thoughts, knowledge, and information so that the purpose or intent is fulfilled in the best possible way. In simple words, the message should be understood by the receiver in the best possible way." To this end, the message should be easy to understand, free from ambiguities and grammatical errors, and written correctly; the message should be complete in order to make decisions; the message should be accurate; it should be reliable; the recipient's attitude, language, educational level and background, medium of communication, and other physical circumstances should be taken into account; the sender should be polite (Prach, 2018).

Effective communication creates clear expectations for employees, builds strong relationships, promotes new ideas and innovations, serves employees as customer ambassadors, fosters strong teamwork, and achieves organizational goals (Richards, 2019). According to Robbins and Judge (2013), poor communication is often the cause of interpersonal conflict, with about 70 percent of human activities involving communication such as writing, reading, speaking, and listening. Therefore, effective organizational communication could be essential to build long-term

communication between management and employees to achieve organizational profitability in the years to come (Bhatia and Balani, 2015).

2.2. Role of internal organizational communication

Internal organizational communication plays an important role in motivating employees to work, improving the work environment and ensuring the growth, success and effectiveness of the organization.

Amimo et al (2019) citing Wright (2009) describe that employees in an organization must have effective communication skills and communication between employees and all others working in the organization called internal communication is a success factor for effective organizational and employee engagement. In the same vein, Krishan (2011) has shown that internal organizational communication is a key to organizational growth, effectiveness and success. An organization is not only made up of a building but also the employees, management and other internal people who make the organization function. It is communication that brings all these people together, connects them and influences them. They are always looking for communication from their organization. Therefore, developing sound internal communication processes and evaluating them regularly is as important as "oxygen to the human body." If we do not get fresh air or oxygen, we can die. Similarly, if the need for effective internal communication is not met, the organization cannot achieve its goals. An internal communication strategy is the key to a cohesive organization that focuses on achieving its goals (Krishan, 2011).

The effectiveness of internal communication is not only measured by the exchange of information, but can also be measured by the interaction of managers with employees (Drafke, 2008). Therefore, internal communication is a key element of information exchange between managers and employees to build a good relationship between them through their own emotions and attitudes for the success of the company.

One of the roles of internal communication is to help each employee understand their role in the company and raise awareness of the organization's goals, values, norms, and principles so that employees can decide for themselves what is in line with the company's interests (Dominick, 2012).

2.3. Ministry of Urban Development and Construction

2.3.1. The rationale for the establishment of MoUDC

Urban development involves cross-sectoral activities that include interrelated and coordinated developments in industry, housing, commerce, infrastructure, and services. Consequently, any sectoral development activity should aim at general and holistic alignment with common development objectives in addition to sector specific objectives. This requires the establishment of the MoUDC, which emerged from Urban Development Policy, ratified by the Council of Ministers in 2005. In addition, urban development is determined and influenced by the direction and pace of development in rural areas. Linking rural and urban development in conjunction with linkages between towns and cities would accelerate the overall development efforts of the country. This was the reason for the establishment of MoUDC to guide, implement policies and strategies and strengthen the towns and the cities through the regional states (MoUDC, 2005).

2.3.2. Vision, missions, and values of MoUDC

The Ministry of Urban Development and Construction aims to create prosperous and globally competitive urban centers and a competitive construction industry by 2025.

The Ministry's mission is to make residents beneficiaries by making urban centers, centers of development and good governance by providing standardized services through client and stakeholder integration and coordination.

The values of the ministry are: i) Work based on the principles of transparency, accountability and truthfulness; ii) Always strive for efficiency and effectiveness; iii) I am always learning; iv) Give priority to the benefit of the public; and v) Treat all persons equally and different opinions appropriately (<http://www.mudc.gov.et>. Retrieved September 01, 2021).

2.3.3. Mandates of MoUDC

MoUDC's mandate for urban development (Federal Ministry) includes:

- Provide clear national guidance on urban development in terms of policy development and implementation;
- Providing the national framework for laws, regulations, policies, procedures and guidelines where appropriate and necessary;
- Provide a framework for the implementation of policies and strategies through programs, sub-programs and projects;
- Build and ensure sufficient capacity at the federal, regional and local levels of government and, where appropriate, in relevant agencies, institutions and communities to support the implementation of policies and strategies;
- Build and ensure effective leadership to support the implementation of policies and strategies;
- Ensure that all involved and interested stakeholders understand the national policies, strategies and programs and build effective communication and means to mobilize resources and support to maximize the potential to achieve the expected results;
- Set performance targets for the 10-year strategic plan and benchmark against the achievement of middle-income country status by 2025. The system will be supported by impact assessment, monitoring, evaluation and reporting. Capacity building is therefore a key mandate of MoUDC:
- Internally, MoUDC needs to enable its staff to do their work on a general administrative basis and support the implementation of the strategic plan - with knowledge, skills and attitudes;
- MoUDC is responsible for the overall direction and capacity building of human resources of existing and future staff in the regional states, cities responsible for urban development, housing and construction (Federal Negarett Gazette, 2018).

2.3.4. Policies, strategies, and legal frameworks

Urban Development is so complex that requires the active involvement and participation of Ministry employees, stakeholders and city residents to make them successful and enhance the socio-economic development efforts of the country. Urban development activities should follow a holistic approach that encompasses industrial, commercial, infrastructural and social services. Urban development should also be linked to good governance without which it is impossible to ensure speedy customer service, democracy, full public participation and utilization, reliable peace and stability, and rule of law (ECSPI, 2015). Therefore, it was necessary to adopt an urban development policy that would provide the general direction, strategies to be developed and the legal framework. Consequently, based on the Urban Development Policy, various strategies and legal frameworks were adopted and attempted to be implemented in the urban development sector (MoUDC, 2012). Strategies such as housing, urban capacity building and good governance, urban planning and implementation, land management and land use, urban green development, waste management, micro and small enterprise development, construction development, integrated urban infrastructure and service development have emerged from the Urban Development Policy. These strategies are supported by legal frameworks such as proclamations, rules and regulations, guidelines, policies and standards to put them into practice (ECSPI, 2015).

For urban development strategies and development plans to be successful, there should be a comprehensive communication strategy to communicate them with employees, stakeholders and city residents. The urban development communication strategy revealed the need for employees, stakeholders and city residents to fully understand the challenges of urban development: the dominant position of rent seeking, the lack of mass participation and mobilization for urban development efforts, the lack of transparent human resources that can respond effectively, and the inability to implement development and good governance policies and strategies. The communication strategy emphasized that the fight against the arch enemy "poverty" would be successfully managed through proper education and communication with employees and coordinated work (MoUDC, 2012).

The strategy further stated that mutual understanding of objectives, correction of wrong attitudes and creation of an enabling environment for holistic community and stakeholder participation would be helpful in achieving rapid and continuous socio-economic changes. It was envisaged that education and communication with employees, stakeholders and city residents on urban development policies, strategies, development plans and their implementation through various mechanisms would ultimately improve the living conditions of citizens, encourage investment including foreign direct investment and stimulate inflow of international tourists (MoUDC, 2012).

To implement the urban development communication strategy on the ground, the Ministry established a body called Public Relations and Communication Directorate to manage and channel the communication and outreach activities of the Ministry and the urban development sector. Since then, Public Relations and Communication Directorate in the Ministry have served as a bridge between senior officials, mainly the Mini cabinet and the Minister's office, and MoUDC employees, stakeholders and city residents in communicating urban development agendas. It supports and manages communications while senior government officials address employees and even stakeholders through conferences, events and workshops. Public Relations and Communication Directorate attempts to inform employees about development agendas through traditional communication tools (brochures, journals, meetings, conferences, phone calls, notices) and through electronic communication tools (Facebook, Telegram, email, Twitter, portal, website, and digital signage) (PRCD, 2020).

Despite the Ministry's efforts to communicate urban development agendas with employees, stakeholders and city residents through Public Relations and Communication Directorate, the Ten-year Sectoral Strategic Plan (2020/21-2030/31) has shown that there is still much to be done to improve the lives of city residents (MoUDC, 2020). Moreover, ideologies and interference from politicians and subsequently turnover of employees and experts affected the implementation of urban development policies and strategies (MoUDC, 2018).

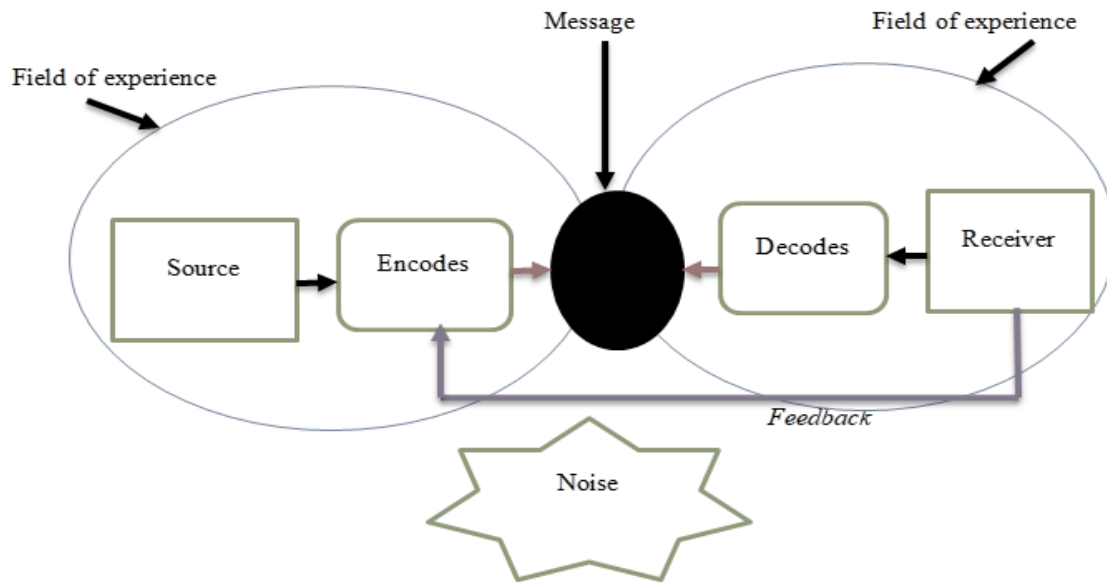
2.1. Theoretical literature review

2.1.1. Wilbur Schramm's communication model

This is a model of communication designed by a famous American scholar of mass communication, Wilbur Schramm, in 1954. The model provides an overview of all forms, elements and processes of communication. In this model, Schramm highlights the need for feedback and noise as key features of communication processes. According to him, feedback refers to the receiver's response to the source's communication, while noise is referred to as a variety of phenomena that interfere with communication, such as road noise and faulty transmission. Schramm held that communication is a complex social and cultural process - the process of exchanging experience and the way in which experience is shaped and reshaped. Schramm further developed the model to include the frame of reference of the individuals involved in the communication process and to consider the broader social situation and relationship, both of which influence the communication process. According to Schramm, the social situation represents social resources and constraints, while the frame of reference represents needs, values, social imperatives, and constraints that a person refers to in order to interpret a communication text.

One of the most important contributions of Schramm's communication model is the addition of the term "experiential field" or "psychological frame of reference", which refers to the type of orientation or attitude that interactants adopt towards each other. Another contribution of the model is that it included feedback, communication is reciprocal, two-way, which makes it a circular model even though feedback may be delayed. It takes into account the context in which a message may have different meanings depending on the specific context or environment. It also takes into account that communication systems operate within the confines of cultural rules and expectations that we have all been raised to follow (Schramm, 1971). However, Schramm's model of communication assumes that the encoding and decoding of the message does not require outside help and that communication occurs independently and autonomously, which is far from the reality of the communication process. Since the model relies on communication between two parties (between the sender and the receiver), the different levels of communication between multiple sources remained unresolved (Bhasin, 2020).

Figure 1: Wilbur Schramm's communication model



Source: Adopted from Schramm's communication model, 1971.

2.1.2. Transactional communication model

Neither the linear nor the interactive model of communication paints a clear picture of most types of communication. The transactional model differs from the linear and interactive approaches to communication in that "we normally send and receive messages simultaneously". At any given moment, the sender is sending, encoding, and responding to a person's behavior; and the receiver is simultaneously receiving, decoding, and responding to the sender's messages. The model also shows that there is face-to-face interaction where it is very difficult to isolate a single discrete act of communication from the events that precede and follow it (Gregen et al. 2012). As Crawley (2019) notes, communication activity can move back and forth between models. For example, a training session might begin with a lecture (linear model), followed by a question and answer session (transactional model). It could then begin again with a lecture (linear) and end with a group discussion (transactional).

Another important aspect of transactional communication is that communication is not an activity we do for others, but an activity we can do with them - just as we dance with partners. As with dancing, communication does not depend on the skills of any one person. A great dancer who does not consider and match their partner's skills can make both people look bad. In communication and dancing, even two talented partners are no guarantee of success. When two dancers perform without coordinating their movements, the result feels bad to the dancers and looks silly to the audience. Finally, relational communication like dancing is a unique creation that comes from the way partners interact with each other. The way you dance may differ from one partner to another. Likewise, the way you communicate is certain to be different for different partners (Adler and Towne, 1978). Gergen et al. (2012) confirms this when he describes the transactional nature of communication as, "Our success depends on our interactions with others. You cannot be attractive without others being attracted to you, you cannot be a leader without others being willing to follow, or you can not be a loving person without others affirming you with appreciation."

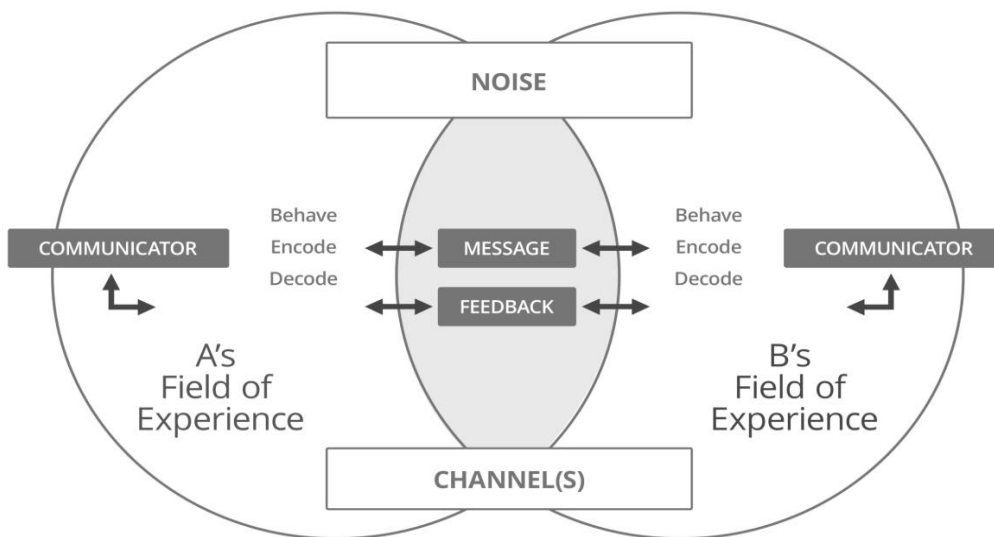
Studies describe that the quality of interaction between parents and children is a two-way street - children influence parents as much as the other way around. Parents with high self-esteem tend to send more messages to reinforce their children's high self-esteem. And parents with low self-esteem

Studies describe that the quality of interaction between parents and children is a two-way affair - children influence parents just as much as the reverse. Parents with high self-esteem tend to send more messages to reinforce their children's high self-esteem. And parents with low self-esteem tend to send many more messages that weaken their children's self-esteem. In this mutually reinforcing cycle, it is difficult, to say the least, and even impossible to discern who is the sender and who is the receiver of the message. It is more accurate to acknowledge that parents and children interact just as husbands and wives, bosses and employees, teachers and students, or any other people who communicate with each other. Thus, the transactional communication model emphasizes that "we do not communicate with others, we communicate with them." It is very important to understand that the transactional communication model is more comparable to a motion picture than to a gallery of still images. Here we can see that communication is not

something we can do to each other, but a process of creating a relationship by interacting with each other (Adler and Towne, 1978).

The transactional model of communication could be influenced by various factors such as social context, relational context and relational context. According to him, the "rules and norms" vary in different societies and the differences between them may affect the communication process. The surprising thing about this model of communication is that it creates social realities within cultural, relational and social contexts. It includes the sender and receiver of messages and shows how communication models build communities, relationships, and realities (Bhasin, 2021) Scholars criticize the transactional model because it does not solve the problem that the sender cannot be sure of the extent to which the message is received by the receiver. This is because the role of feedback is an important part of the message. Another criticism is that due to overlapping communication in this model, noise is more likely to interfere with the message and influence it greatly (Bhasin, 2021).

Figure 2: Transactional communication model



Source: Adopted from Crawley, 2019

2.1.3. The direction of organizational communication

2.1.3.1. Downward communication

Downward communication flows from top management to subordinate agencies and is primarily used to establish a link between management and subordinate agencies by facilitating the flow of information between them. The main purpose of communication is to give instructions to employees about jobs and specific tasks, to inform new employees about organizational procedures and practices, to explain to new employees the purpose of their work, to provide feedback on the work performance of subordinates, and to provide information to the various departments and teams to achieve organizational goals. The communication flow could be in the form of print media: Manuals, handbooks, magazines, newspapers, bulletin boards, notices, posters, reports and memos. Oral media could be direct orders or instructions from top management, speeches, meetings, public address systems, telephones, closed circuit television, or downward communication (Panda, 2020).

2.1.3.2. Upward communication

Unlike downward communication, upward communication is not direct. It directly depends on the will of organizations to make it effective that is, organizations should allow employees to express their feelings about the organization and participate in decision making. They should allow grievance redressal mechanism, provide counseling services to encourage employees to solve both work and family problems conduct job and workload recruitment interviews and exit interviews. Creating a system for participatory approaches could also be useful. The ombudsperson is in the right position to enable workers to resolve their conflicts quickly without going through lengthy channels (Panda, 2020).

2.1.3.3. Lateral communication

Lateral or horizontal communication promotes the coordination of different departments in organizations that enable them to gather a large amount of information, while interactive communication promotes communication between colleagues involved in tasks that require a coordinated effort. It usually takes place between departments in an organization, for example, finance and human resources. If the task does not require coordinated effort, interactive communication could be counterproductive. Even if employees share information without hindrance, they fail to communicate up and down. However, interactive communication is still useful in solving problems, coordinating tasks, sharing information, and resolving conflicts (Panda, 2020).

2.1.4. Organizational communication tools

Scholars mainly classify the various organizational means of communication into traditional means of communication and electronic based means of communication.

Zvingowanisei (2018) indicated that all forms of written communication (manuals, brochures and posters), face-to-face communication (meetings, conferences, seminars and ceremonies) and telephone calls are the traditional means of communication within the organization as well as to external audiences (mainly stakeholders).

On the other hand, Robbins and Judge (2013) describe that electronic means of communication are another means of communication within organizations. According to Krishan (2011), electronic based communication tools such as LinkedIn, Facebook, Twitter, blog sites and many others are the predominant communication platforms for organizations as they are cheap, efficient and easily accessible.

2.1.5. Organizational communication strategies

Richards (2021) recommends that organizations should adopt the following communication strategies to achieve intended results among target audiences:

2.1.5.1. Openness

Creating an open communication environment is a fundamental strategy to allow all employees of the organization to participate in the issues they are dealing with. Openness leads to employees "feeling free to share feedback, ideas, and even criticism at any level." Managers must be committed to open communication to create an environment of trust that can be the foundation for success (Richards, 2021).

2.1.5.2. Inclusivity

The idea of inclusivity is important to include employees in the decision-making processes that affect their daily activities. Organizations that do not ensure inclusivity, i.e. with a secretive communication environment, deprive employees and stakeholders of effective communication, which stifles their participation and causes ideas and opportunities to be lost, because employee participation in decision-making processes is a key factor that affects employee satisfaction and success (Richards, 2021).

2.1.5.3. Two-way

Communication in an organization may not be one-way, top-down or bottom-up. Modern communication strategies have shown that effective communication should be two-way (bilateral). The basic idea of two-way communication is that there should be room for conversation between the parties involved.

Communication in an organization must not be one-way, top-down or bottom-up. Modern communication strategies have shown that effective communication should be two-way (bilateral). The basic idea of two-way communication is that there should be room for discussion among employees of organizations. Organizations that engage their employees in discussing their work, ideas, and views about products, services, customers, and the business environment develop a culture of inclusion that leads to results (Richards, 2021).

2.1.5.4. Results-driven

Organizational communication must be results-oriented and strategically focused on achieving measurable outcomes. Therefore, organizations should be innovative enough to strategize and think about what employees need to know and understand in order to do their jobs, interact with customers, and serve effectively as ambassadors for the organization. Effective communication is not just "it's nice to do; it needs to be done" (Richards, 2021).

2.1.5.5. Multi-channeled

The core concept of multichannel communication means that communicators should know and understand what message or information needs to be delivered in different ways to achieve the desired effect on recipients. Employee communications have different needs and interests for different messages that require different methods, and hectic business environments cause messages to get lost. The company should be able to establish a common protocol so that all employees know which communication channels are most appropriate based on the type of information being communicated. Using multiple means of communication such as email, phone calls, messaging and social media and linking all channels in a single location that all employees can easily access is crucial. However, communication tools when mobile friendly are very effective (Richards, 2021).

Kearney (2020) further stated that you should pay attention to the audience you are addressing, the type of tone used - often the type of words and language - the clarity of the messages i.e. direct and focused, free from ambiguity, the content which must be easy and concise to read and valuable to employees, and avoid the habit of delivering the same message repeatedly.

2.2. Empirical literature review

There are a considerable number of studies on organizational communication. Although the scope of the studies varies, most of them have attempted to examine the impact of communication on organizational performance. Accordingly, these studies show that there is a wide range of factors that influence organizational communication.

The study conducted by Kibe (2014) in Kenya revealed that organizational arrangement influences organizational performance because it affects the communication process. The study further described that collective efforts of managers, subordinates and employees significantly improve organizational performance. Amimo et al (2019) was another researcher in Kenya who found that resources, organizational culture, motivational strategies and communication channels influence internal organizational communication. The two studies attempted to measure the above factors using five point Likert Scale which positively affected communication practices i.e. improved performance, reduced cost, increased customer satisfaction and improved service delivery. However, the studies did not consider the influence of employees' communication skills and communication training that could affect effective communication in organizations.

Mutua (2014) in his study in Kenya found that physical or geographical barriers, language barriers, social barriers, cultural barriers, unclear messages, stereotypes, inappropriate channels, insensitivity of the receiver and inadequate knowledge of the subject distort the message which eventually leads to misunderstanding.

A Tanzanian researcher, Filberth (2018), concluded that a company's communication policy can influence business performance. His interesting finding was that employee awareness coupled with employee motivation policy would influence the achievement of organizational goals. His study concluded that employee performance, employee goals and change management had a strong positive correlation with the achievement of organizational goals.

Chmielecki (2015) found in Poland that lack of knowledge sharing among employees, insufficient amount of information, lack of appreciation of communication, delay of information, lack of hierarchical communication, lack of feedback, and too much information given to subordinates negatively affect communication in organizations. However, the study did not

answer the question to what extent the above variables can affect communication in organizations.

According to the study conducted by Bhatia and Balani (2015) in India, creating awareness about the organization's goals, vision and values would increase the efficiency of employees in achieving organizational goals. The study states that the internal communication system should reinforce the missions, goals and values of companies so that employees better understand how their work can affect the overall success of the company. Corporate awareness must be raised in a way that motivates employees to achieve organizational success.

Endaya and Buenviaje (2016) examined the effectiveness of communication tools used in a development cooperative in the Philippines. They found that telephone communication and small group meetings with immediate supervisors were the most effective organizational communication tools. The study found that level of education has a significant impact on organizational communication tools with a P-value of 0.028 which is less than 0.05 (5%) level of significance.

Zvingowanisei (2018) conducted a study in Famagusta Central Hospital, Cyprus and found that organizational communication can be affected by lack of communication standards, friendliness, finance and lack of up-to-date ICT. The study found that there is a significant and positive relationship between ICT and the directions of communication flow (downward, upward and horizontal).

The study conducted by Getnet (2017) using Bahir Dar College as a case study found that communication audit is essential for improving internal communication system. The study revealed that the accuracy and reliability of information communicated through the formal and informal channels are essential. However, the study failed to measure the extent to which the individual explanatory variables and the total variables (in the econometric model) affect or influence the dependent variable. It did not consider internal and external factors affecting effective communication in the college. It mainly focused on the method of communication channels.

2.3. Lesson learned from literature review

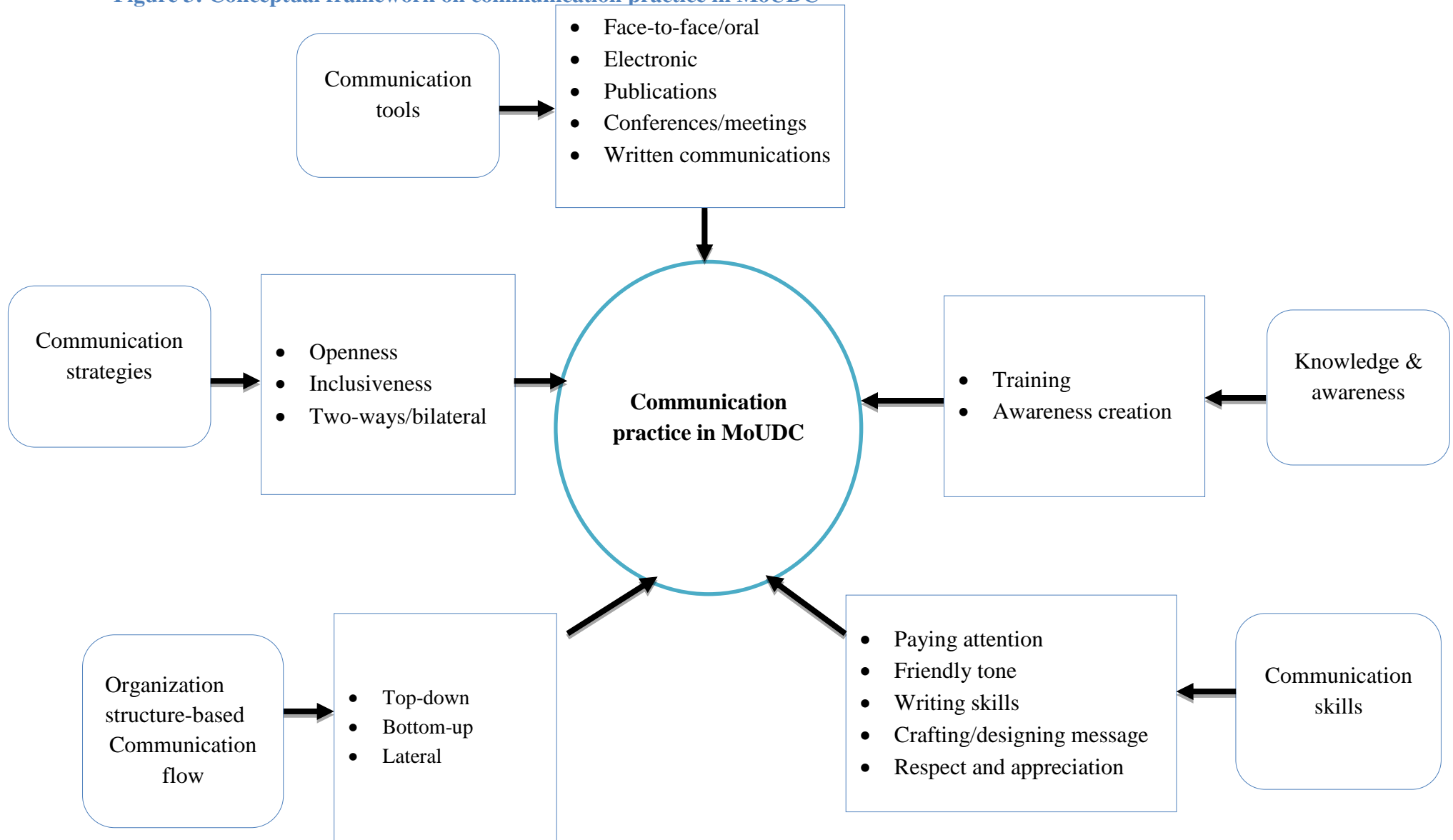
The literature reviewed emphasizes that communication is the lifeline of organizations. Without proper communication, an organization cannot survive in this competitive world. Through the literature review, the researcher was able to comprehend the various factors that affect communication in organizations. To overcome such challenges, communication strategies should be developed and implemented keeping in mind the organizational structure which defines the communication channels and relationship pattern with offices and departments. Therefore, identifying communication tools, communication channels and designing messages to convey information to influence employees, stakeholders and other actors would certainly help in achieving organizational goals.

In addition, the literature review enabled the researcher to acquire conceptual and technical skills to conduct this study. It enabled the researcher to develop the skills of data collection and organization, systematic analysis and subsequent interpretation. It also helped the researcher to identify organizational communication.

2.4. Conceptual framework

A conceptual framework is a system by which a body of knowledge is developed through the organization of literature that can serve as a benchmark for developing a model of reality, often resulting in "policy recommendations." At an advanced level, conceptual frameworks lead to empirically testable theories that provide evidence to support or reject the underlying model (Solomon and Solomon, 2004). Thus, based on the theoretical and empirical literature review, independent variables such as communication tools, communication strategy, knowledge and awareness, communication skills, and organizational structure are identified to examine their impact on the dependent variable of effective communication practice in MoUDC.

Figure 3: Conceptual framework on communication practice in MoUDC



Source: The researcher, 2021

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter provides the general research methods and approaches to the study, including the research design, approaches to the study, sampling design, methods of data collection, validity and reliability of the instrument, multiple regression model, methods of data analysis and presentation, and ethical considerations.

3.1. Research design

Research design is a conceptual structure within which the research is conducted; it includes a clear statement of the research problems, the procedures and techniques to be used to collect information, the population to be studied, and the method to be used to process and analyze the data (Kothari, 2004). Consequently, the study used survey research design for analysis by collecting quantitative and qualitative data from MoUDC, Addis Ababa, Ethiopia. The quantitative and qualitative data were collected from managers, professionals and support staff of MoUDC through questionnaires, focus group discussions (FGDs) and in-depth interviews to assess effective organizational communication.

3.2. Approaches to the study

There are mainly two categories of research approaches: quantitative and qualitative. According to Kothari (2004), the quantitative approach to the study focuses on quantifying the data in order to conduct the rigorous quantitative analysis in a formal and rigid manner, while the qualitative approach examines the attitude, opinion and behavior of the study in a non-quantitative form - often in the form of a narrative.

The study therefore used the quantitative approach to quantify the data collected through the questionnaire, explore the characteristics of the sample data and apply it to the target population

i.e. MoUDC. The qualitative approach was used to assess the experiences of managers, professionals and supportive staff of MoUDC and observe their views on organizational communication.

3.3. Sampling design

3.3.1. Population size

The MoUDC is one of the major federal government organizations empowered by the law of the land to support towns and cities in Ethiopia. It is mandated to design the various urban development plans, programs and projects to ensure sustainable development. As towns and cities are expanding rapidly due to population and economic pressures, MoUDC should play an active role in guiding them that adhere to the structure of the urban plans to ensure the provision of standardized socio-economic infrastructures, buildings and green spaces. This, among others, was the main reason that led the researcher to select MoUDC to evaluate the practice of communication as it directly affects millions of city residents in one way or another.

According to the Ministry's report HRDD (2020), out of the current 400 employees, 196 employees were selected as the sample population based on the sample size formula given below, which consists of managers, line staff professionals and supportive staff of MoUDC. In selecting the sample, the offices and their subordinate staff were considered, particularly the directorates, professionals and other support staff.

3.3.2. Sampling strategy

A plan for selecting a sample from the given population must be carried out before data collection. And the sample strategy should be appropriate and reliable (Kohari, 2004).

In MoUDC, there are currently about 10 offices and 70 directorates with 150 professionals in line staff management and 170 employees as supportive staff. All the bureaus forward programs and projects to the directorates and monitor whether that they are implemented as planned or not.

Line staff professionals have the role and responsibility of implementing activities directly independently or in liaison with regional states and development partners. Supportive staff such

as finance, legal, and ICT support the implementation of programs and projects by providing the necessary logistics and finance, legal advice, and ICT inputs.

The differences in roles and responsibilities between bureau heads, directors, line staff professionals and supportive staff therefore compelled the researcher to stratify the questionnaire respondents into bureau heads, directors, line staff professionals and supportive staff. Based on this stratification, a simple random sample was drawn from the list of staff to select the respondents.

3.3.3. Sample size determination

The critical question researchers always ask when conducting quantitative research is whether the study is using the correct sample size. Most formulas for determining sample size take into account the number of the target population, the level of the confidence interval, and the maximum deviation from the true population that will be tolerated in the study. Accordingly, the sample size of respondents who participated in the assessment of the practice of communication in MoUDC was calculated using the formula given in the research work of Mugenda and Mugenda (2003):

$$n = (Z_{\alpha/2})^2 P(1-P) / d^2$$

Where;

n = the desired sample where population < 10,000

Z = standard normal deviation (1.96) corresponding to 95% confidence limit.

d = degree of precision usually set at 0.05.

P = Proportion of the target population expected to have the (0.5) P taken as 50%.

$$n = (1.96)^2 (0.5)(0.5) / 0.0025 = 384.16$$

The sample is corrected for finite population as follows, Fishers *et al* (1998)

$$n_f = n / (1 + (n-1/N))$$

Where; n_f = the sample for size < 10,000

n = desired sample size for population (384)

N = estimate of the population size (400)

$$nf = 384 / (1 + (384 - 1/400)) = \mathbf{196}(\text{Sample size})$$

Therefore, 196 managers, line staff professionals and supportive staff of MoUDC participated in the study. In calculating the proportion of the sample (i.e. $196/400 \times 100$), 49% of the target population was included in the study.

The next important step was to determine the proportion of managers, directors, line staff professionals and supportive staff who participated in the study. For this purpose, the total number of managers, directors, line staff professionals and supportive staff of MoUDC were each divided by the target population (400) and the result was multiplied by the sample size (196). Thus, the participants of the study according to their strata were as follows:

Selected respondents	Total population	Proportion	Sample size
Bureau heads	10	0.025	5
Directors	70	0.175	34
Line staff professionals	150	0.375	74
Supportive staff	170	0.425	83
Total	400	1	196

3.4. Methods of data collection

3.4.1. Types and sources of data

One of the most important tasks of the researcher is to determine the types and sources of data to solve the defined research problem. Khotari (2004) stated that the researcher keeps in mind the primary and secondary data that should be used to analyze and solve the research problem. Accordingly, the study used primary data collected from managers, line staff professionals and supportive staff of MoUDC through questionnaire, focus group discussions and in-depth interviews for quantitative and qualitative data. Secondary data (quantitative and qualitative)

from MoUDC archives, libraries and resource centers, books, journal articles, reports and websites were used to corroborate the findings of the questionnaires.

3.4.2. Survey questionnaire

A survey questionnaire is a predetermined instrument used to collect primary data for quantitative analysis. It is used to analyze the data using statistical methods (Aliaga and Gunderson, 2000). For this study, a semi-structured questionnaire was designed keeping in mind the specific objectives and research questions of the study. Accordingly, it sought to answer the effectiveness of communication tools, communication strategies used and factors influencing effective communication in MoUDC.

The semi-structured questionnaire was initially designed in English and then translated into Amharic. As indicated by most researchers, 25 respondents were randomly selected from the office managers, directors, line staff professionals and supportive staff to pre-test the questions designed in the semi-structured questionnaire and corrections were made according to the respondents' pre-tests. The corrected questionnaire was personally distributed by the researcher to the intended respondents i.e. managers, professionals and support staff of MoUDC by registering their names. The completed questionnaires were collected by the researcher himself on the date agreed with the respondents.

Considering the nature of organizational communication and the research objectives set, the questions were scored using a five-point Likert scale (Joshi et al., 2015) to obtain the level of agreement: 1). Strongly disagree 2). Disagree 3). Neutral(Undecided) 4). Agree 5). Strongly agree. At the same time, respondents were asked to rate the degree of effectiveness of the communication tools: 1) Not effective 2). Somewhat effective 3). Effective 4). Very effective 5). Extremely effective. In the open-ended questions, respondents were asked to indicate the additional items that were not included in the Likert scale.

Based on the above five-point scale Likert Scale, the minimum agreement of 196 respondents is 1 (strongly disagree at all) and the maximum agreement is 5 (strongly agree).

3.4.3. Focus group discussions

In addition to the questionnaire, FGDs were conducted to complement the quantitative results. FGD participants were asked to discuss in groups the strengths and weaknesses of communication, effective communication tools, communication strategies and factors affecting communication in MoUDC.

The researcher set clear objectives for the FGDs, i.e., to obtain additional information about communication practices in the Ministry. Therefore, the guiding questions were prepared, the minute takers were appointed, a conducive environment for the discussions was created, and the FGDs were made as participatory as possible.

FGD participants were divided into two groups, each consisting of 3 members randomly selected from professional and support staff. The two FGD groups were formed considering the communication skills and professional roles and responsibilities of the participants. The FGDs focused on the advantages and disadvantages of communication strategies, tools and factors affecting communication in MoUDC. Getinet (2017) described that FGDs are basically useful to obtain additional information on some specific topics not covered by the questionnaire. The total duration of the FGDs was approximately 130 minutes, with the first group discussing for 60 minutes (one hour) and the second group discussing for 70 minutes (one hour and ten minutes). The two group discussions took place on the weekend of July 25, 2021.

3.4.4. In-depth interviews

In-depth interviews were conducted with three key informants. Key informants were also purposively selected to obtain detailed information on the nature of communication and its impact on MoUDC. Two key informants (the director and a communicator) were from Public Relations and Communication Directorate, as they manage and regulate communication at the organizational level. The head of the office of Mini-Cabinets, who coordinates and tracks the overall activities of MoUDC, was brought in as a third key informant. It was necessary to schedule the days mainly on Saturday to conduct the in-depth interviews. Therefore, the total duration of the three key informants was 100 minutes, with the first key informant taking 35 minutes and the second and third key informants taking 30 and 25 minutes respectively. The in-

depth interviews with key informants were conducted in the 1st week of August 2021. After completing the interviews with the key informants, the responses were transcribed into ten pages and grouped into main themes. The findings from the in-depth interviews were thus presented in an integrated way with the quantitative findings where appropriate, either in the form of 'direct quotes' or using qualifiers such as 'most', 'a significant number' or 'some' as one of the key informants said, argued and responded.

3.5. Validity and reliability of the instrument

3.5.1. Validity

Cooper and Schindler (2014) explain that validity is the ability of the research instrument to measure what it is intended to measure. It addresses the question, "Are we measuring what we want to measure?" The goal is to achieve high validity of the intended research findings (Yin, 2011). In this study, content validity was used to measure the extent to which the content of the items adequately represents all relevant items in the questionnaire. In addition to pretesting the instrument on 25 respondents selected from managers, line staff professionals and supporting staff, two experts graduated from the School of Journalism and Communication, Addis Ababa University, were asked to evaluate and rate the questionnaire. Based on the rating of the two experts, the content validity of the instrument was calculated, the score of which was 0.91, thus meeting the minimum threshold (Appendix 12 and 13). Polit and Beck (2006) considered that the content validity index of items and scales assessed by two experts should not be less than 0.80. Based on the pretests and the experts' ratings, corrections were made to the instrument.

3.5.2. Reliability

Reliability is the degree to which the measurement provides consistent results, that is, it should be free from random or unstable errors. Reliable instruments are robust; they work well at different times and under different conditions (Cooper and Schindler, 2014).

In this study, Cronbach's Alpha reliability coefficient was used to measure the internal consistency of the instrument. The test result showed that the reliability coefficient was 0.854 (85.4%) (Appendix-7). Researchers argue that when the reliability coefficient is 0.70 and above, there is greater internal consistency and is acceptable (Heale and Twycross, 2015).

3.6. Multiple regression model

An attempt was made to measure the impact of the explanatory variables (independent variables) such as communication tools, communication strategies, knowledge and awareness, communication skills and organizational structure on effective communication (dependent variable) in MoUDC. The model was developed to measure the effect of the explanatory variables on the dependent variable as described by Guler and Yuyanik (2013). Based on the expression of Univer and Gamgam (1999), the multiple regression analysis is formulated as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 \dots + \beta_nX_n + \epsilon_i$$

Where;

Y = dependent variable,

X_i = independent variables,

β_i = parameters, and

ε_i = error.

This general equation of the regression model was transformed into the equation that shows the effect of the explanatory variables on the dependent variable (the practice of communication in MoUDC) in the analysis. Thus, the predicted value of the *practice of communication in MoUDC* (denoted by γ) would be:

$\gamma = .339 + .32\text{Comtools} + .164\text{Comstrategies} + .077\text{Know\&awar} + .213\text{Comskills} + .164\text{Orgstructure} + e_i$, where:

Comtools = Communication tools,

Comstrategies = Communication strategies,

Know&awar = Knowledge and awareness of communication,

Comskills = Communication skills, and

Orgstructure = Organizational structure – based communication flow.

The expected sign of all the explanatory variables was found positive (+) as per the post estimation test.

3.7. Methods data analysis and presentation

Descriptive and inferential methods were used in the study to analyze the processed data. Both qualitative and quantitative data analysis methods were used. The quantitative data were coded and analyzed using Stata Software (version-14) and Statistical Package for Social Sciences (SPSS version-20).

The data obtained from the questionnaire was analyzed to measure the impact of the explanatory variables on the dependent variable i.e. practice of communication in MoUDC, while the qualitative data collected through an open-ended questionnaire was systematically organized and analyzed based on their themes.

The analysis of the descriptive and inferential statistical data was presented in the form of frequency tables, and multiple regression while the analysis of the qualitative data was stated in the form of narratives, either through direct quotes or qualifiers such as a key informant/FGD participant; some/most key informants/FGD participants described or stated to consolidate the quantitative findings.

3.8. Ethical considerations

The researcher informed the respondents about the purpose of the study. The anonymity of the respondents was maintained to ensure their safety. The participants were not forced to complete the questionnaire under any circumstances.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF DATA

The general objective of the study is to assess the practice of communication in the Ministry of Urban Development and Construction, focusing on examining the effectiveness of communication tools, communication strategies and exploring the factors that influence the practice of communication in the ministry. A mixed methods research design was used for the study. The quantitative findings of the study are presented in the form of frequency tables, mean and standard deviation and regression results while the qualitative findings (in-depth interviews and focus group discussions) are presented in the form of narratives according to the nature of the themes. The discussions and interpretations of the findings are presented in an integrated and coherent manner.

4.1. Basic assumptions of regression analysis

4.1.1. Normality test

Research shows that normality test is one of the basic assumptions for conducting regression analysis. Therefore, the explanatory variables (predictors) such as communication tools, communication strategies, knowledge and awareness, communication skills, and organizational structures were tested for the dependent variable (communication practices in MoUDC) using Shapiro-Wilk's test. The result showed that the normality assumption was satisfied, with P-values being statistically insignificant ($P\text{-value}=0.0845$), i.e., above 0.05 (Appendix-6).

4.1.2. Multicollinearity test

The presence of multicollinearity in the regression analysis affects the regression model when the Variance Inflation Factor of the explanatory variable (VIF) is above 10 and below 1. According to the test, the VIF was 1.71 (between 10 and 1), which satisfies the assumption that the multicollinearity problem cannot affect the model (Appendix-9).

4.1.3. Heteroskedasticity test

If the model contains heteroskedasticity, the result of the regression would lead us to an incorrect conclusion. Therefore, the model should be tested to confirm whether the variables used for the model are free from heteroscedasticity. The result shows that the standardized predicted value of the regression is statistically significant (Prob chi2) =0.0120), which means that the model contains heteroscedasticity. To solve the problem of heteroscedasticity, the model was made robust by correcting the standard errors (Appendix-10).

4.1.4. Model fitness test

The test for model fit can be performed in a number of ways. These include f-tests and t-tests. Both tests showed that the model was quite good. The R-squared was 0.935 (93.5%) which shows that about 93.5% of the explanatory variables explain the dependent variable i.e. communication practices in MoUDC. Only a small percentage of the model (6.5%) was explained by uncontrolled variables in the regression model. This shows that the fitted model and the regressed result can indeed reflect the communication practices in MoUDC (Appendix-8).

4.1.5. Model specification test

The model specification test ensures that the model does not contain any omitted variables. Accordingly, the test result showed that the hat value of the predictors was statistically significant with a P-value of 0.000, while the hat square and constant coefficient were not statistically significant with P-values of 0.480 and 0.489 respectively, which fulfilled the assumption that the model did not omit the variable (Appendix-11).

4.2. Results of descriptive analysis

4.2.1. Socio-demographic characteristics of the respondents

As can be seen from Table 1 below, the majority of the respondents 78(39.8%) were between 31-40 years of age. This shows that the respondents are potentially productive to contribute much more and better in the field of urban development. The second highest age category which accounted for 65(33.2%) of the respondents was in the age group of 41-50 years. These respondents were matured and experienced. If they share their knowledge with the newly recruited employees and professionals, this would undoubtedly benefit them and make them productive enough in the years to come.

Most of the respondents, 127 (64.8%), were male. This is an indication that there were more males than females, 69(35.2%). Much needs to be done to encourage female participation in the Ministry. HRDD (2020) describes that engineering qualifications are required for most positions and that women are not invited for employment in the Ministry. There is also a misconception that women are not able to successfully do incidental work, which has a negative impact on their recruitment. These could be some factors that affect women participation in the Ministry. Most, 127(64.8%), were married followed by single 57(29.1%). Widowed participants were the least represented at 4(2%).

Most of the participants, 171(87.2%), had a bachelor's degree or a master's degree. This shows that most of the respondents are well educated and have the necessary knowledge to carry out the duties and responsibilities of the Ministry. About 101(51.5%) of the respondents had been in Ministry between 5 and 10 years while 49(25%) of them had been working between 11 and 15 years. Respondents who had worked for more than 20 years were the least represented, only 1 percent. This indicates that the employees who have worked more than 20 years have left the ministry or retired. About 83(42.3%) of the supporting staff and 74(37.8%) of the line staff participated in responding to the questionnaire.

In brief, the socio-economic demographic characteristics showed that the respondents had the required level of education; most of the holders of bachelor's degrees and master's degrees were

in the active age category. Most of them were also experienced and mature, more than 5 years in service, and therefore had better knowledge to transform the urban development sector.

Table 1: Socio-demographic characteristics of the respondents in MoUDC

Demographic information		Frequency(N) =196	Percent (%)
Age	18-30 years	39	19.9
	31-40 years	78	39.8
	41-50 years	65	33.2
	51-60 years	14	7.1
Gender	Female	69	35.2
	Male	127	64.8
Marital Status	Single	57	29.1
	Married	127	64.8
	Divorced	8	4.1
	Widowed	4	2.0
Level of Education	Certificate/level	4	2.0
	Diploma	21	10.7
	Degree	90	45.9
	Masters	81	41.3
Experience	Below 5 years	39	19.9
	5-10 years	101	51.5
	11-15 years	49	25.0
	16-20 years	5	2.6
	Over 20 years	2	1.0
Current position	Bureau Head	5	2.6
	Director	34	17.3
	Professional from line staff	74	37.8
	Supportive staff	83	42.3

Source: Survey study, 2021

4.2.2. Communication tools

MoUDC internal communications used a wide range of communication tools. Among those, as indicated in Table 2 below, face-to-face¹ or oral communication is one of the means of communication. Accordingly, most of the respondents, 116 (59.2%), agreed that face-to-face or oral communication was used in the Ministry when deliberating urban development issues, while 44 (22.4%) of the respondents disagreed with this statement and 36 (18.4%) of the respondents did not choose to use face-to-face or oral communication in the Ministry.

On electronic communication (email, websites, Facebook, Telegram, Twitter, video conferencing, etc.), most respondents 136(69.4%) agreed that electronic communication tools are used in the ministry but 48(24.4%) disagreed with this statement. However, some respondents 12(6.2%) were reluctant or took a neutral position. This indicates that the use of electronic communication tools, especially social media platforms, has increased in MoUDC over the last decade. The Public Relations and MoUDC Communications Office report (2021) confirmed that most employees and senior government officials use social networking platforms, especially Facebook, Telegram, YouTube, and emails to keep up to date and share information about the Ministry and the country as a whole. All FGD participants (100%) from the two groups mentioned the means of communication that the Ministry uses "from print media: newspapers, bulletins, brochures, and press releases and from electronic media: television, radio, conferences and meetings, email, Facebook, website, Telegram, and digital signage" to communicate with staff and stakeholders (MoUDC, July 24, 2021).

Publications (newspapers, newsletters, bulletins and brochures) are another means of communication used in the Ministry. The result shows that most of the respondents 95(48.5%) disagreed that the Ministry used publications while 75(40.3%) of them agreed that publications are used in the Ministry. However, 22(11.2%) of the respondents answered undecided. It appeared that publications as communication dimensions are declining (low). This finding is probably acceptable as the use of social media networks has increased dramatically as confirmed by FGCAO (2016). Most of the key informants said the rise of digital technology nowadays

¹ . Face-to-face communication is defined as communication conducted between the employees and the manager, or between the employees and the director to exchange feelings, ideas and thoughts verbally and non-verbally regarding the urban development strategic issues.

poses critical challenges to government organizations such as MoUDC, hence many efforts should be made to modernize the means of communication to convey urban development agendas. They further stated that digital technology brings opportunities if we use it properly but can also be counterproductive if we ignore it and are not able to deal with the threats.

Conferences or meetings have also shown a declining trend. The results show that 97 (49.5%) of the respondents disagree with the use of conferences or meetings while 82 (41.8%) agree with the statement but 17 (8.7%) of the respondents did not respond to conferences or meetings as a means or dimension. This could be because conferences or meetings require cost and logistical arrangements, or the lockdown due to the spread of the pandemic COVID-19 in the country.

Regarding the use of written communication tools (reports, minutes, memos, bulletin boards) in the Ministry, 122 (62.2%) of the respondents agreed with the statement while 62 (31.6%) of the respondents disagreed with the issue and 12 (6.2%) of the respondents took a neutral (undecided) position. Most FGD participants agreed with the above statement that instructions and announcements to staff are made through written communications.

Last but not least, telephone calls were also used extensively to pass on information in the Ministry. Most of the respondents, 136 (69.4%), agreed with the statement, 45 (22.9%) of the respondents disagreed but 15 (7.7%) were undecided.

In conclusion, the dimensions of electronic, telephone, face-to-face or oral, and written communication are still widely used in MoUDC as the majority of the respondents rated their agreement as "agree" and "strongly agree" while conferences/meetings and publications showed a declining trend in communicating the urban development agenda to the employees.

Table 2: Communication tools/dimensions in MoUDC

Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Valid N
Face to face or oral communication	3(1.5%)	41(20.9%)	36(18.4%)	109(55.6%)	7(3.6%)	196
Electronic communications (email, website, Facebook, Telegram, Twitter, videoconferencing, etc.)	2(1%)	46(23.5%)	12(6.2%)	124(63.3%)	12(6.1%)	196
Publications (newspapers, newsletters, bulletins and brochures).	18(9.2%)	77(39.3%)	22(11.2%)	75(38.3%)	4(2%)	196
Conferences or meetings	18(9.2)	79(40.3%)	17(8.7%)	77(39.3%)	5(2.6%)	196
Written communications (reports, minutes, memos, bulletin boards)	8(4.1%)	54(27.6%)	12(6.2%)	109(55.6%)	13(6.6%)	196
Phone calls	9(4.6%)	36(18.4%)	15(7.7%)	126(64.3%)	10(5.1%)	196

Source: Survey study, 2021

4.2.3. Communication tools effectiveness

Respondents were asked to indicate their level of agreement with the effectiveness of the means of communication. On this basis, face-to-face or oral communication was rated as “very and extremely effective” by 104(53.06%) of the respondents, “effective” by 42(21.4%) and “not effective” by 8(4.1%) of the respondents. The three key informants argued that face-to-face or oral communication is useful in that when it is incomprehensible or seems to be ambiguous, there is often an opportunity to ask the speaker or communicator(Interviews held with Tesfaye W.M, Kassahun G.M and Lakew A, on the 1st week of August, 2021) .

Most of the respondents, 112(57.1%), agreed that electronic communication was “very effective and extremely effective”, 51(26%) agreed that it was “effective,” 33(16.8%) agreed that it was “somewhat effective and “not effective.” The informants argued that electronic communication tools are easily accessible through smartphones or computers and that every employee has the opportunity to read the messages. If there is any ambiguity, employees can comment and

corrections are made by managers, directors, or professionals (Interviews held with Tesfaye W.M, Kassahun G.M and Lakew A, on the 1st week of August, 2021).

Regarding the use of publication tools such as newspapers, newsletters, bulletins, and brochures, 104(53.06%) of the respondents answered that they were “not effective and somewhat effective” while 60(30.6%) of the respondents said that they are “very and extremely effective.” Similarly, on the use of conferences or meetings, 103 (52.6%) of the respondents said they were “not effective and somewhat effective.” This implies that the use of publications and conferences in the Ministry was not very effective as compared to electronic media, face-to-face or oral, meetings, written communications, and telephone calls. The advancement of ICT has posed challenges to traditional forms of communication such as face-to-face or oral communication and conferences or meetings. Four out of six FGD participants (67%) indicated that social networking platforms are replacing print media as they are easily accessible from anywhere through phones and computers (Group One& Two FGDs. 25 July 2021, MoUDC).

Written means of communication such as reports, minutes, memos, bulletin boards, etc. were indicated as effective means of communication with most of the respondents 101 (51.5%) giving their agreement as very and extremely effective. Telephone calls were identified as one of the effective means of communication with most of the respondents, 100 (51.1%), agreed.

In brief, electronic communication, telephone calls, face-to-face or oral, meetings, written communication, and telephone calls were found to be effective means of communication in the Ministry to communicate urban development agendas to employees while conferences/meetings and publications were found to be ineffective, showing that their role is declining due to the advancement of ICT and the emergence of networking platforms in social media.

Table 3: Communication tools effectiveness in MoUDC

Statements	Not effective	Somewhat effective	Effective	Very effective	Extremely effective	Valid N
Face to face or oral communication	8(4.1%)	42(21.4%)	42(21.4%)	96(49%)	8(4.1%)	196
Electronic communications (email, website, Facebook, Telegram, Twitter, videoconferencing, etc.)	6(3.1%)	27(13.8%)	51(26%)	106(54.1%)	6(3.1%)	196
Publications (newspapers, newsletters, bulletins and brochures).	32(16.3%)	72(36.7%)	32(16.3%)	58(29.6%)	2(1%)	196
Conferences or meetings	24(12.2%)	79(40.3%)	32(16.3%)	56(28.6%)	5(2.6%)	196
Written communications (reports, minutes, memos, bulletin boards)	10(5.1%)	38(19.4%)	47(24%)	97(49.5%)	4(2%)	196
Phone calls	12(6.1%)	46(23.5%)	38(19.4%)	94(48%)	6(3.1%)	196

Source: Survey study, 2021

4.2.4. Communication strategies

The communication strategies of the Ministry were analyzed based on the following points: Dissemination of urban development activities through multiple channels referred to as **'multichannel'**, employee participation, which is **'openness'** in terms of issues to be addressed, involvement of employees in decision-making processes, i.e. **'inclusivity'**, and complementing the top-down approach with a bottom-up approach, i.e. **'two-way approach'** (bilateral).

Most of the respondents 117(59.7%) disagreed with openness in terms of free participation of employees in the issues to be discussed, while 45(22.9%) of the respondents agreed that openness was applied, but 34(17.3%) of them maintained their neutral position. Regarding the involvement of staff in discussing urban development issues (inclusivity), 155(77.04%) of the respondents disagreed with this statement while 22(11.2%) of the respondents agreed that

openness was used in consultation with staff. Only 23(11.7%) respondents' answered undecided (remained neutral).

Two-way (bilateral) communication is very important in corporate communication. However, 140(71.4%) respondents answered that there is no two-way communication in the Ministry while only 31(15.8%) respondents agreed that there is two-way communication. This shows that the most important aspect of the bottom-up approach is missing or ignored. Even though such strategies developed for this analysis are stated in the communication strategy of the Ministry, they are not put into action. One of the three key informants, the Director of the PRCD, reflects the reality on the ground:

"There is a communication strategy for urban development, but most senior government officials do not even know it. Therefore, most managers and even communication officers themselves often try to communicate strategic urban development issues [with staff] based on their interests without considering the principles stated in the strategy"(Personal interview with Lakew A. on 2 August2021, MoUDC).

The rest, 25 (12.8%) of the respondents, answered undecided. On the applicability of publicizing urban development issues through various channels, 110(56.1%) of the respondents disagreed with the statement while 65(33.2%) of the respondents agreed while the rest of the respondents, 21(10.7%) answered undecided. Organizations should develop a clearly defined communication strategy and align it with their strategic objectives to encourage employees to focus on goals and priorities (Kibe, 2014).

In summary, from the analysis and in-depth interview with key informants, it can be concluded that the Ministry has not adopted communication strategies such as openness, inclusiveness, two-way (bilateral), and multi-channel communication to inform strategic urban development issues.

Table 4: Communication strategies in MoUDC

Statements	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Valid N
Openness	23(11.7%)	94(48%)	34(17.3%)	39(19.9%)	6(3.1%)	196
Inclusivity	35(17.9%)	116(59.2%)	23(11.7%)	17(8.7%)	5(2.6%)	196
Two-way(bilateral)	27(13.8%)	113(57.7%)	25(12.8%)	29(14.8%)	2(!-1%)	196
Multi-channelled	22(11.2%)	88(44.9%)	21(10.7%)	59(30.1%)	6(3.1%)	196

Source: Survey study, 2021

4.2.5. Knowledge and awareness of communication

As shown in Table 5, most of the respondents, 110 (56.1%), indicated that there was no awareness created in the Ministry on communicating strategic urban development issues, while 62 (31.6%) of them responded that there was awareness created on communicating urban development activities. Regarding training on the communication of urban development issues, 101 (51.5%) of the respondents disagreed with the statement, 66 (33.6%) of the respondents agreed that there was training and the remaining 29 (14.8%) of the respondents were undecided. This shows that the Ministry should dedicate itself to creating awareness on how strategic urban development issues are communicated and addressed. Training on how to communicate the urban development agenda will require concerted efforts in the coming years. One of the three key informants, the Senior Communication Officer from PRCD, emphasized that communication knowledge and awareness requires not only knowledge of communication channels, but also sufficient knowledge of what should be communicated and addressed, which has been ignored in the Ministry (Personal interview with Kassahun G.M. on 3 August 2021, MoUDC). This is also confirmed by the study of Bhatia and Balani (2015) which shows that creating awareness enables employees to better understand how the issues of the organization should be communicated to affect the overall success of the organization.

In conclusion, awareness creation and communication training were not conducted in the ministry to educate employees, stakeholders, and city residents on urban development issues.

Table 5: Knowledge and awareness of communication in MoUDC

Statements	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Valid N
MoUDC creates awareness on how urban strategic issues should be communicated and addressed	30(15.3%))	80(40.8%)	24(12.2%)	57(29.1%)	5(2.6%)	196
MoUDC organizes communication trainings on urban development agendas.	31(15.8%))	70(35.7%)	29(14.8%)	57(29.1%)	9(4.6%)	196

Source: Survey study, 2021

4.2.6. Communication skills

Table 6 below shows that most of the respondents 123(62.2%) disagreed with the ability to pay attention to what employees say and ask for clarification, 48(24.5%) agreed with the statement and the remaining 26 (13.3%) of the respondents answered undecided. On the ability to use a friendly tone of voice when conveying messages to employees, most of the respondents, 137(69.9%) agreed with the statement, 34(17.3%) disagreed and 25(12.8%) of the respondents answered undecided. On the ability to compose messages in the Ministry, most respondents, 147 (75%), disagreed with the statement, only 26 (13.3%) agreed and the rest of the respondents, 22 (11.2%), remained in the neutral position.

On message writing ability, most of the respondents, 147(75%), disagreed with the statement. The same applies to the ability to respect and appreciate employees' ideas to communicate and respond to problems and the ability to give and receive feedback where most respondents disagreed with the statements.

Communication skills enable employees to receive clear, concise, and complete messages in order to perform their jobs effectively. Failure to communicate effectively with employees results in misunderstandings; leading to errors and then failure to optimally achieve organizational goals. Five FGD participants (83.3%) reasoned that the discussions held in the Ministry were not attractive, sometimes directed to unintended themes and the intended messages were not properly conveyed to the audience, especially the employees. The speakers

and moderators of the discussions lacked creativity and were poor at communication management (FGDs Group One& Two on 25 July 2021, MoUDC).).

In sum, in terms of communication skills, there was a serious problem in the ministry that requires special attention to create a clear understanding between managers, directors, and employees.

Table 6: Communication skills in MoUDC

Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Valid N
The ability to pay attention to what employees are saying and ask for clarification.	23(11.7%)	99(50.5%)	26(13.3%)	47(24%)	1(0.5%)	196
The ability to use a friendly tone of voice when delivering messages to employees	27(13.8%)	110(56.7%)	25(12.8%)	32(16.3%)	2(1%)	196
The ability to write messages	28(14.8%)	119(60.7%)	22(11.2%)	25(12.8%)	1(0.5%)	196
The ability to formulate messages	29(14.8%)	114(58.2%)	22(11.2%)	31(15.8%)	0	196
Respect and appreciation for employees' ideas in order to communicate and respond to problems	30(15.3%)	112(57.1%)	28(11.3%)	24(12.2%)	2(1%)	196
The ability to give and receive feedback to and from employees	33(16.8%)	112(57.1%)	29(14.8%)	22(11.2%)	0	196

Source: Survey study, 2021

4.2.7. Organizational structure based communication flow

As shown in Table 7, most respondents 138 (70.4%) disagreed that there was a lateral flow of information between or among bureaus and directorates. On the proper flow of information, from top to bottom, 144 (73.5%) of the respondents disagreed with the statement. This shows that there was no proper flow of information from top to bottom to the offices and then to the directorates based on the organizational structures of the Ministry. About 125 (63.8%) of the respondents disagreed that there was the proper flow of information from staff to top management (bottom to top). One of the three key informants, from an Office of the Minister, confirmed this by saying:

"Work should not be done in isolation but there should have been a proper flow of communication from top to bottom, bottom to top, side to side and all around. This is because urban development works can be done not only within the institution [MoUDC] but also with external institutions, stakeholders, and professionals. Unfortunately, this did not happen in the case of MoUDC" (Personal interview with Tesfaye W.M. on 2 August 2021, MoUDC).

This finding suggests that the flow of communication in the Ministry does not work well because of the organizational structure.

Table 7: Organizational structure based communication flow

Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Valid N
Lateral flow of information between or among the bureaus and directorates themselves.	34(17.5%)	104(53.1%)	21(10.7%)	35(17.9%)	2(1%)	196
Proper flow of information from top management to bureaus, directorates, professionals and supporting staff.	32(16.3%)	112(57.1%)	19(9.7%)	31(15.8%)	2(1%)	196
Flow of information from employees to top management.	24(12.2%)	101(51.5%)	33(16.8%)	36(18.4%)	2(1%)	196

Source: Survey study, 2021

4.2.8. Factors affecting the practice of communication in MoUDC

The Ministry's communication practices were influenced by several factors. According to the FGDs and key informants, factors identified included the following:

Political ideology: Most senior government officials were politically determined to run the Ministry in the spirit of revolutionary democracy. As a result, most of the strategic issues necessary to transform the lives of urban dwellers were not properly communicated. The poor governance and corruption witnessed in housing, implementation of plans, land management, urban climate resilience, and construction were not properly communicated and aligned with the staff. The Ministry has confirmed that an ideology i.e. Revolutionary Democracy as has a wide range of weaknesses in the area of urban development. Policies and strategies related to urban development need to be revised (MoUDC, 2018). An excerpt from the FGDs reflected that:

"Senior government officials regularly require their staff and public relations and communications officers to propagate and adhere to the principles of revolutionary democracy, which ignores the objectives of creating modern cities, curbing corruption and creating jobs for city dwellers. ... most officials have not been communicating the urban development matters to employees, stakeholders and city dwellers. This has led to a huge backlog in the areas of urban development" (Tamirat S., FGD Group Two, on 25 July 2021, MoUDC).

Political interference: urban development agendas have been prone to political interference without considering the mission, vision, goals, and objectives of the Ministry. Most of the activities should have been carried out in line with the mandates given to the Ministry and the policies, manuals, guidelines, and legal frameworks developed in line with the country's urban development policy. Moreover, in most cases, the senior government officials are not ready and open to discuss politically sensitive issues in the areas of land misuse, giving public property (condominiums in Addis Ababa) to unintended beneficiaries in order to gain political support. Politicians in the Ministry try to build their positive image instead of fulfilling the duties and responsibilities assigned to them and the Ministry. Politicians do not analyze the culture and relationship dimension of the Ministry. It seems true that an FGD participant, Tamrat S. described the negative effects of politics in the urban development as:

"When senior government officials take credit from political leaders, they do not care about what has been done to improve the Ministry's services. Politics is the primary concern of managers. Therefore, most senior officials focus on looking for politically sensitive issues discussed among the Ministry staff" (Tamirat S., FGD Group Two, on July 25, 2021, MoUDC).

Inadequate information: Apparently, employees often complain that they do not receive enough information from the Ministry. One key informant said that "the lack of information is a deterrent factor to performing the tasks assigned to him (Personal interview with Kassahun G.M. on 3 August 2021). An FGD participant also stated that he did not receive the information on time (Personal interview with Sileshi Z. on 3 August 2021). This shows that inadequate information and the inability to receive information promptly affect the duties and responsibilities of employees.

Lack of knowledge sharing: in the Ministry, knowledge sharing is a major challenge. An FGD participant from PRCD indicated that:

"Senior professionals and employees are not willing to share their experience and technical skills required to carry out activities. And even the HRDD has stopped imparting urban development agendas, giving job specifications, orienting rules and regulations to be adhered by the newly recruited employees (Kokebie B., FGD Group One, on July 25, 2021, MoUDC).

This could be related to the problem of trust between staff and sometimes between staff and managers, which is fundamental to the success of newly hired professionals and then the Ministry as a whole.

Based on the findings of the FGDs and key informants, it can be concluded that communication practices in the Ministry could also be affected by political ideology, interference by politicians, lack of adequate and timely information, and the sharing of knowledge with the newly recruited employees.

4.3. Determinants on communication practices in MoUDC

The result of the regression analysis shows communication tools, communication strategies, knowledge and awareness, communication skills, and organization structure-based communication flows were factors that significantly affect the communication practices in MoUDC. The aforementioned factors had positive effects or influences with P-values of 0.000 (Table 8). Thus the predicted value of the *Communication Practice* (γ) would be indicated as:

$$\gamma = .339 + .32\text{Comtools} + .164\text{Comstrategies} + .077\text{Know\&awar} + .213\text{Comskills} + .164\text{Orgstructure} + \epsilon_i$$

This could be interpreted as:

Keeping all other variables constant, a unit increase in communication tools would increase the MoUDC's communication practices by 0.32(32%). A unit increase in communication strategies would lead to a 0.32(32%) increase in communication practices in the Ministry. A unit increase in knowledge and awareness would lead to a 0.077(7.7%) increase in the communication practices in MOUDC. A unit increase in communication skills and organizational structure would increase communication practice by 0.213(21.3%) and 0.12(12%) respectively.

The results of regression analysis demonstrated that communication tools, communication strategies, knowledge and awareness, communication skills, and organization structure were the factors that significantly affect the communication practice in MoUDC.

In conclusion, among the given factors in the regression analysis, communication tools would contribute at best the communication practice of the MoUDC, followed by communication skills, and organizational structure.

Table 8: Determinants of communication practices in MoUDC

Communication practice in MoUDC	Coefficient	Robust	t	P>t	[95% Conf. Interval]
		Std. Err.			
Communication tools	.3200771	.0166071	19.27	0.000*	.2873191 .352835
Communication strategies	.1639578	.0193173	8.49	0.000*	.1258538 .2020618
Knowledge and awareness	.0768694	.0124215	6.19	0.000*	.0523675 .1013712
Communication skills	.2125723	.0243685	8.72	0.000*	.1645047 .2606398
Communication flow based on the organizational structure	.1202041	.0147328	8.16	0.000*	.0911432 .149265
Constant coefficient	0.33954	.0490914	6.92	0.000	.2427058 .4363742
* Significance level at 5%					

Source: Survey study, 2021

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Summary

The study found that electronic, telephone, face-to-face, and written communication are still widely used in MoUDC, while conferences/meetings and publications show a declining trend in communicating urban development agendas and plans to employees.

In terms of the effectiveness of communication tools (email, website, Facebook, Telegram, Twitter, video conferencing, etc.), most respondents 112(57.1%) agreed that the use of electronic communication tools was "very and extremely effective", followed by face-to-face or oral communication which was rated as "very and extremely effective" by 104(53.06%) of the respondents. Written communication and telephone calls were rated as "very and extremely effective" by 100 (51.1%) and 101 (51.5%) of the respondents respectively. However, most respondents' approval of publications and conferences or meetings were rated as "not effective and somewhat effective" in communicating the urban development agenda to employees.

Although the development and implementation of a communication strategy in the Ministry of Urban Development and Construction is essential to improve overall performance and service delivery, strategies such as openness, inclusiveness, two-way (bilateral) communication and multi-channel communication were hardly practiced. In terms of improving communication knowledge and awareness in the Ministry, most respondents disagreed with the statement. Accordingly, 110 (56.14%) of the respondents disagreed with the creation of awareness and 101 (51.5%) of the respondents disagreed with the existence of training on communicating strategic urban development issues with employees.

Lack of communication skills was another critical problem in the Ministry. On average, 139 (70.9%) of the respondents disagreed and strongly disagreed with the statements on communication skills. This shows that communication skills such as paying attention to what staff say and ask for clarification, using a friendly tone in conveying messages to staff, writing

messages, crafting messages, respecting and valuing employees' ideas to convey and respond to problems, and giving and receiving feedback to and from staff were rated low.

The results of the regression analysis showed that communication tools, communication strategies, knowledge and awareness of communication, communication skills, and communication processes based on organizational structure were the factors that significantly influenced communication practices in the Ministry, with P-values of 0.000. The focus group discussions and in-depth interviews also revealed that ideology (revolutionary democracy) and politicians' interference influenced communication practices in the Ministry.

5.2. Conclusion

The study concluded that great attention should be paid to communication practices in order to improve the Ministry's performance and service delivery. The theoretical and empirical literature reviews in this study revealed that one of the critical issues in organizational communication is the proper design and implementation of communication strategies. However, the Ministry has not adopted communication strategies such as openness, two-way (bilateral), inclusive and multi-channel, and result-oriented communication. This issue should therefore be the focus of the Ministry in the coming years.

Knowledge and awareness on the communication of issues in the Ministry was found to be low as there were no communication training and awareness programs given to employees on communicating strategic urban development issues. The absence of training and awareness programs on the communication of urban development agendas would have a negative impact on communication skills. The study found that communication skills such as paying attention to what employees said and asked for clarification, using a friendly tone in conveying messages to employees, crafting messages, respecting and valuing employees' ideas to convey and respond to problems, writing skills, and the ability to give and receive feedback to and from employees were low. This means that it is very difficult to achieve the intended goals of the Ministry which is to modernize cities through the implementation of city-based policies, strategies, and legal frameworks.

In terms of communication flow due to organizational structure, the study found that there is no proper flow of information from all lateral, top-down, and bottom-up approaches in the Ministry. There is no proper coordination of these three communication flows. They were not used in combination. This would affect the performance of individuals and then the Ministry. Since the organizational structure defines the channels of communication and the pattern of relationship and coordination between or among departments, this is another important issue of concern to the Ministry.

The study also revealed that factors such as communication tools, communication strategies, knowledge and awareness about communication, communication skills, and communication flow based on organizational structure have statistically significant impacts on communication practices in the Ministry. It was also found that the ideology practiced during the EPRDF regime (1991-2018) known as Revolutionary Democracy and the interference of politicians negatively affected the practice of communication.

5.3. Recommendations

To improve the practice of organizational communication in the ministry, the following points were recommended based on the findings of the study:

- The Ministry should adopt the communication strategies such as open, two-way (bilateral), inclusive, multi-channel, and result-oriented communication. Employees should be given space to express their feelings on the tasks and responsibilities assigned to them. Staff should be involved in decision-making processes on issues that require decisions, and these issues must be communicated through multiple channels.
- The Ministry should provide training and raise awareness among senior officials, directors, line staff professionals, and supporting staff. This would improve communication of issues and require basic skills such as paying attention to what employees say and ask for clarification, using a friendly tone to convey messages to staff, phrasing messages, respect and appreciation for staff ideas to convey and respond to issues, writing skills, and the ability to give and receive feedback to and from staff.

- The Ministry should base its communication on the organizational structure. Therefore, much attention should be paid to improving top-down, bottom-up, and lateral communication systems productively.
- Improving communication tools, communication strategies, communication knowledge and awareness, communication skills and organizational structure-based communication would have a positive impact on the overall communication practices of the ministry.
- The Ministry should emphasize that it abides by the laws of the land when communicating with employees, not political actors within and outside the country.

5.4. Implications for future studies

Organizational communication in government organizations is extensive and complex. The researcher therefore recommends further studies on MoUDC's organizational communication with stakeholders and city dwellers. In addition, there is a need to study the nature of messages in the urban development agendas of the Ministry. Another focus should be to compare MoUDC's organizational communication with that of other ministries. The use and management of social media networks in the Ministry is an important issue that should be supported by studies. How politics and ideology might influence organizational communication would be an interesting area for future studies in the Ministry. All of these studies would contribute to the discourse on organizational communication in government organizations.

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APPENDIXES

Appendix 1: Survey questionnaire

My name is Getachew Hailu. I am a graduate student at Addis Ababa College, Public Relations, and Strategic Communication. I am currently conducting this research entitled "Practice of Communication in Government Organizations: The Case of the Ministry of Urban Development and Construction" as partial fulfillment for my Master's degree in Public Relation and Strategic Communication.

The data collected through the questionnaire will be used for research purposes only and will be kept confidential thereafter. Your cooperation in answering the questions below is of utmost importance in order to obtain reliable data and make appropriate recommendations. It will take no more than 10 minutes to go through the questionnaire.

Thank you so much in advance!

Please encircle (1) to go through the questionnaire.

(1) I agree to respond to the questionnaire (0) I disagree to respond the questionnaire

Section One: Questions on socio-demographic data of respondents

1.	Age	<ol style="list-style-type: none"> 1. 18-30 years 2. 31-40 years 3. 41-50 years 4. 51-60 years
2.	Gender	<ol style="list-style-type: none"> 1. Female 2. Male
2.	Marital Status	<ol style="list-style-type: none"> 1. Single 2. Married 3. Divorced 4. Widowed
3.	What is your educational level?	<ol style="list-style-type: none"> 1. Certificate/level 2. Diploma 3. Degree 4. Masters 5. Ph.D.
4.	Your experience in the Ministry of Urban Development and Construction	<ol style="list-style-type: none"> 1. Less than 5 years 2. 5 -10 years 3. 11-15 years 4. 16-20 years 5. More than 20 years
5.	What is your current position?	<ol style="list-style-type: none"> 1. Bureau Head 2. Director 3. Professional from line staff 4. Supportive staff 5. Specify if any other-----

Section two: Communication tools/ dimensions in MoUDC

Please, indicate the extent to which you agree with the statements where 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree.

		1	2	3	4	5
6.	MoUDC uses a face to face communication(oral communication) to inform issues to the Bureaus, Directorates, and Supportive staff					

7.	MoUDC uses electronic communication (e-mail, website, Facebook, Telegram, Twitter, video conferences, etc) to inform issues to the Bureaus, Directorates, and Supportive staff					
8.	MoUDC uses publications/newspapers, newsletters, bulletins, and pamphlets to inform issues to the Bureaus, Directorates, and Supportive staff					
9.	MoUDC organizes conferences/ meetings including organizations accountable to MoUDC) to inform issues to the Bureaus, Directorates and Supportive staff					
10.	MoUDC imparts issues via written communication (reports, minutes, memos, bulletin boards, etc to the Bureaus, Directorates, and Supportive staff					
11.	MoUDC uses telephone calls to communicate issues to the Bureaus, Directorates, and Supportive staff					
12.	If any other tools are used for communication in MoUDC, please indicate them.----- ----- ----					

Section three: Communication tools effectiveness in MoUDC

Please, indicate the extent to which you agree with the statements where 1. Not effective 2. Somewhat effective 3. Effective 4. Very effective and 5. Extremely effective.

		1	2	3	4	5
13.	MoUDC uses a face to face communication(oral communication) to inform issues to employees and its subordinates					
14.	MoUDC uses electronic communication (e-mail, website, Facebook, telegram, Twitter, video conferences, etc) to inform issues to employees and its subordinates					
15.	MoUDC uses publications/newspapers, newsletters, bulletins, and pamphlets to inform issues to employees and its subordinates					
16.	MoUDC organizes conferences/ meetings including organizations accountable to MoUDC) to inform issues to					

	employees and its subordinates					
17.	MoUDc imparts issues via written communication (reports, minutes, memos, bulletin boards, etc employees and its subordinates					
18.	MoUDC uses telephone calls to communicate issues to employees and its subordinates					

Section four: Communication strategies employed in MoUDC

Please, indicate the extent to which you agree with the statements where 1. Strongly Disagree 2. Disagree
3. Neutral 4. Agree 5. Strongly Agree

		1	2	3	4	5
19.	MoUDC has created an open communication environment to make employees feel free to share feedback, ideas, and even criticism at every level.					
20.	MoUDC involves the employees in the decision-making processes affecting their day-to-day activities.					
21.	MoUDC involves employees in discussing their work, their ideas, and their perspectives on products, services, customers, and the business environment in which they are.					
22.	MoUDC delivers information/ messages in multiple ways email, phone call, messaging, and social media) to have the desired impact on the receivers.					
23.	If any other strategies are employed in the MoUDC, please indicate them----- ----- ----- ----- -----					

Section five: Knowledge and awareness of communication in MoUDC

		1	2	3	4	5
24.	MoUDC organizes communication training on urban agendas					

	for the Bureaus, Directorates, and Supportive staff					
25.	MoUDC creates awareness of how urban strategic issues should be communicated and addressed within the Ministry and outside.					

Section six: Communication skills in MoUDC

		1	2	3	4	5
26.	MoUDC has developed the skill of paying attention to what others are saying and asking for clarification and paraphrasing issues considered in the discussions to ensure understanding with employees					
27.	MoUDC has developed the skill of utilizing a friendly tone to deliver messages to employees					
28.	MoUDC has developed writing skills in communicating issues to employees					
29.	MoUDC has developed skills in crafting messages and communicating them to employees					
30.	MoUDC respects and appreciates what employees are trying to convey and react to issues					
31.	MoUDC has developed the skill of giving and receiving appropriate feedback to employees and from employees					

Section seven: MoUDC`s organizational structure

		1	2	3	4	5
32.	There is a smooth flow of information from the top management down to the Bureaus, Directorates, and then supportive staff					
33.	There is a smooth flow of information from employees up to the Bureau and the office of the Minister					
34.	There is a lateral flow of information between or among Bureaus, Directorates, and supportive staff					

Thank you so much!

Appendix 2: Interview questions for key informants

- What are the urban agendas identified to communicate with employees and stakeholders issues?
- How do you recommend the communication policy used in communicating issues with employees and subordinates in MoUDC?
- How do you recommend the communication flow of the MoUDC? In terms of:
 - Top-down approach
 - Bottom up- approach
 - Lateral/ horizontal approach
- What strategies should be employed to improve the communication system within MoUDC?
- What do you think are the challenges of communication within MoUDC?
- What needs to be improved in communicating the urban agenda within MoUDC and outside?

Thank you so much for your courtesy!

Appendix 3: Leading questions for focus group discussions (FGDs)

- What are the communication tools/dimensions often used in MoUDC? Hint:
 - Face-to-face meetings
 - Electronic communication (email, telegram, Facebook, etc.)
 - Written communication (reports, minutes, memos, bulletin boards, etc.
 - Any other?
- What are your recommendations regarding the clarity of the messages crafted and communicated with employees and subordinates?
- How do you see the reliability of the messages communicated with employees and subordinates?
- What are the challenges of communication employed in MoUDC, and the possible exit out strategies to resolve them?
- How do policies, strategies, and ideologies affect the communication in the Ministry?
- How the political intervention affects communication in the Ministry?

Thank you so much for your courtesy!

Appendix 4: List of key informants

Roll no	Full name	Sex	Level of Education	Occupation	Organization
1	Tesfaye W/Michael	Male	Masters	Senior Advisor	MoUDC
2	Kassahun G/Medhin	Male	Masters	Senior Communication Officer	MoUDC
3	Lakew Abeje	Male	Degree	Communication Manager	MoUDC

Appendix 5: List of focus group discussions (FGDs) participants

Roll no	Full name	Sex	Level of Education	Occupation	Organization
Group one					
1	Sileshi Zegeye	Male	Degree	Communication Team Leader	MoUDC
2	Melkie Almnew	Male	LLB	Senior Legal Expert	MoUDC
3	Kokobie Biftu	Female	Degree	Junior Communication Expert	MoUDC
Group two					
4	Tamirat Sulamo	Male	Ph.D. candidate	Environmental Impact Assessment Specialist	MoUDC
5	Moges Ali	Male	Degree	Senior Communication Officer	MoUDC
6	Ayinshet Misganaw	Male	Degree	Junior Communication Officer	MoUDC

Appendix 6: Normality test result

. swilk r

Shapiro-Wilk W test for normal data

Variable	Obs	W	V	z	Prob>z
r	196	0.98761	1.817	1.373	0.08495

Appendix 7: Coefficient of reliability test result-Cronbach`s Alpha

Test scale = mean(standardized items)

Item	Obs	Sign	item-test correlation	item-rest correlation	average interitem correlation	alpha
Age	196	+	0.0957	0.0237	0.1597	0.8587
Gender	196	+	0.2155	0.1452	0.1563	0.8557
Mstatus	196	-	0.0915	0.0194	0.1598	0.8589
Edu	196	+	0.2687	0.1999	0.1548	0.8543
Exp	196	-	0.1605	0.0891	0.1578	0.8571
Positn	196	-	0.3177	0.2506	0.1535	0.8530
Ftfcom	196	+	0.3724	0.3078	0.1519	0.8515
ecom	196	+	0.3718	0.3071	0.1519	0.8515
Publctn	196	+	0.3033	0.2357	0.1539	0.8533
Conf	196	+	0.5459	0.4922	0.1471	0.8466
Wcom	196	+	0.4073	0.3445	0.1509	0.8505
Tele	196	+	0.3819	0.3177	0.1517	0.8512
Ftfcom2	196	+	0.2725	0.2038	0.1547	0.8542
Ecom2	196	+	0.3708	0.3062	0.1520	0.8515
Publctn2	196	+	0.2765	0.2080	0.1546	0.8541
Conf2	196	+	0.5157	0.4597	0.1479	0.8474
Wcom2	196	+	0.3404	0.2743	0.1528	0.8523
Tele2	196	+	0.3266	0.2600	0.1532	0.8527
open	196	+	0.3798	0.3156	0.1517	0.8513
inclusiv	196	+	0.6020	0.5529	0.1455	0.8449
tway	196	+	0.4523	0.3920	0.1497	0.8492
mchand	196	+	0.5615	0.5090	0.1466	0.8461
training	196	+	0.3888	0.3250	0.1515	0.8510
aware	196	+	0.5558	0.5029	0.1468	0.8463
payattn	196	+	0.5847	0.5341	0.1460	0.8454
f_tone	196	+	0.6618	0.6182	0.1438	0.8432
wskill	196	+	0.6096	0.5612	0.1453	0.8447
m_craft	196	+	0.5506	0.4973	0.1469	0.8464
e_appretn	196	+	0.6134	0.5653	0.1452	0.8446
feedback	196	+	0.6101	0.5617	0.1453	0.8447
topdown	196	+	0.5791	0.5281	0.1461	0.8456
botomup	196	+	0.5528	0.4996	0.1469	0.8464
lateral	196	+	0.5206	0.4650	0.1478	0.8473
Test scale					0.1506	0.8540

Appendix 8: Model fitness test and regression analysis result

Linear regression

Number of obs = 196
 F(5, 190) = 655.01
 Prob > F = 0.0000
 R-squared = 0.9348
 Root MSE = .12257

MeanCOMPRAC~E	Robust					
	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
Comtools	.3200771	.0166071	19.27	0.000	.2873191	.352835
Comstrategies	.1639578	.0193173	8.49	0.000	.1258538	.2020618
Knowleaware	.0768694	.0124215	6.19	0.000	.0523675	.1013712
Comskills	.2125723	.0243685	8.72	0.000	.1645047	.2606398
Orgstructure	.1202041	.0147328	8.16	0.000	.0911432	.149265
_cons	.33954	.0490914	6.92	0.000	.2427058	.4363742

Appendix 9: Multicollinearity test result

Variable	VIF	1/VIF
Comskills	2.19	0.455847
Comstrategies	1.85	0.540507
Orgstructure	1.83	0.547488
Knowleaware	1.51	0.660871
Comtools	1.16	0.859459
Mean VIF	1.71	

Appendix 10: Heteroskedasticity test result

```
. imtest, white
```

```
White's test for Ho: homoskedasticity
  against Ha: unrestricted heteroskedasticity
```

```
chi2(20)    =    36.90
Prob > chi2 =    0.0120
```

```
Cameron & Trivedi's decomposition of IM-test
```

Source	chi2	df	p
Heteroskedasticity	36.90	20	0.0120
Skewness	16.93	5	0.0046
Kurtosis	2.62	1	0.1056
Total	56.46	26	0.0005

Appendix 11: Model specification test result

```
. linktest
```

Source	SS	df	MS	Number of obs = 196
Model	40.9026719	2	20.451336	F(2, 193) = 1386.37
Residual	2.84707612	193	.01475169	Prob > F = 0.0000
Total	43.749748	195	.224357682	R-squared = 0.9349
				Adj R-squared = 0.9342
				Root MSE = .12146

MeanCOMPRA-E	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
_hat	.8734375	.1799651	4.85	0.000	.5184867 1.228388
_hatsq	.0213449	.0301818	0.71	0.480	-.0381836 .0808734
_cons	.1821829	.2629965	0.69	0.489	-.3365333 .7008991

```
. ovtest
```

```
Ramsey RESET test using powers of the fitted values of MeanCOMPRACTICE
Ho: model has no omitted variables
F(3, 187) = 0.68
Prob > F = 0.5671
```

Appendix 12: Content validity checklist

Dear evaluators,

My name is Getachew Hailu, currently I am conducting a study on the "Practice of Communication in Government Organizations: The Case of the Ministry of Urban Development and Construction" to partially fulfill the requirements of my Master's degree in Public Relations and Strategic Communication. I therefore request you to review the questionnaire and rate it using the following rating scale:

(1). the point is not clear; (2). the point is somewhat clear; (3). the point is fairly clear; and (4). the point is very clear.

Items in the survey questionnaire	Level of relevance			
The introductory part of the questionnaire is clearly stated	(1)	(2)	(3)	(4)
The demographic data is clearly stated and completed	(1)	(2)	(3)	(4)
The statements on the communication dimensions in the questionnaire are clearly stated	(1)	(2)	(3)	(4)
The statements on the effectiveness of the communication tools are clearly stated and completed.	(1)	(2)	(3)	(4)
Statements regarding communication strategies are clearly stated and complete.	(1)	(2)	(3)	(4)
Statements of knowledge and awareness about communication are clear and complete	(1)	(2)	(3)	(4)
Statements about communication skills are clear and complete.	(1)	(2)	(3)	(4)
Statements about communication flow based on organizational structure are clear and complete.	(1)	(2)	(3)	(4)
Each element of the instrument is clearly and unambiguously stated	(1)	(2)	(3)	(4)
The questions in the questionnaire are relevant to the objectives of the study	(1)	(2)	(3)	(4)

Appendix 13: Result of content validity index

Item	Expert 1	Expert 2	Experts in agreement	I-CVI	UA (100%)
The introductory part of the questionnaire is clearly stated	1	1	2	1	1
The demographic data is clearly stated and completed	1	1	2	1	1
The statements on the communication dimensions in the questionnaire are clearly stated	1	1	2	1	1
The statements on the effectiveness of the communication tools are clearly stated and completed.	0	0	0	0	0
Statements regarding communication strategies are clearly stated and complete.	1	1	2	1	1
Statements of knowledge and awareness about communication are clear and complete	1	1	0	1	1
Statements about communication skills are clear and complete.	1	1	2	1	1
Statements about communication flow based on organizational structure are clear and complete.	1	1	2	1	1
Each element of the instrument is clearly and unambiguously stated	1	1	2	1	1
The questions in the questionnaire are relevant to the objectives of the study	1	1	2	1	1
Proportional relevance	0.9	0.9	S-CVI/Mean	0.9	
Mean proportional relevance evaluated by the two experts	0.9		S-CVI/UA		0.9