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**SCHOOL OF JOURNALISM AND COMMUNICATION,
DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION**

**EXPLORING INTERNAL COMMUNICATION PRACTICE, THERE ROLE
AND IMPACT ON EMPLOYEES' ENGAGEMENT: THE CASE OF
AUTHORITY FOR CIVIL SOCIETY ORGANZATIONS**

BY

HANNA HAILE ID GSE 3928/2014

**SEPTEMBER, 2024
ADDIS ABABA, ETHIOPIA**

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LIST OF ACRONYMS

ACSO	Authority for Civil Society Organizations
CSO	Civil Society Organizations
EPRDF	Ethiopian People's Revolutionary Democratic Front
FDRE	Federal Democratic Republic of Ethiopia
GTP	Growth and Transformation Plan
NGO	Non-Governmental Organization
RRC	Relief and Rehabilitation Commission
SET	Social Exchange Theory
SPSS	Statistical Packaging for Social Science

ABSTRACT

This study aimed to explore the practices, roles, and challenges of internal organizational communication to enhance employee engagement at the Authority for Civil Society Organizations (ACSO). A mixed-methods approach was employed, combining both qualitative and quantitative research methods. For the quantitative component, five scale-based questionnaires were developed and distributed to a sample of 220 participants, selected through purposive sampling. Of the 220 questionnaires issued, 195 were completed appropriately, yielding an 88.63% response rate. Qualitative data was collected through interviews to assess the communication patterns and channels used within the organization. The study focused on examining the practices, roles, and challenges of internal communication at ACSO. The analysis revealed that the practice of internal communication at ACSO was moderate, with a pooled mean value of 3.12. Organizational communication played several key roles, including promoting positive communication within work areas, involving all employees in the communication process, fostering a positive work culture, and enhancing work satisfaction (pooled mean value 3.92). The challenges identified by respondents were significant, with a pooled mean value of 3.56, including issues such as under productiveness, limited satisfaction, delayed information dissemination, lack of effective communication platforms, and unclear or incomplete messages. Interviews revealed that communication patterns at ACSO predominantly follow a top-down structure, with text-based communication via social media and in-person interactions being the most common methods used for communication among employees. Based on the findings, the study recommends that both employees and management at ACSO prioritize the use of effective communication techniques at all levels of the organization. Furthermore, ACSO should assess its communication strengths and weaknesses, focusing on addressing the identified challenges to enhance overall communication effectiveness.

Key Words: *Communication, practice, role, challenge, engagement, culture, employees*

CHAPTER ONE

1 INTRODUCTION

This chapter provides a detailed overview of the study, establishing the foundation and context for the research. It begins with the background, which highlights the importance of internal communication in organizational success and its influence on employee engagement and productivity. The statement of the problem identifies the specific challenges in ACSO's current internal communication practices that the study seeks to address. The chapter also outlines the research questions and objectives, clarifying the focus and intended outcomes of the investigation.

The significance of the study is emphasized, detailing its potential contributions to various stakeholders, such as management, policymakers, civil society organizations, and the academic community. The scope of the research is clearly defined, outlining its focus on ACSO and the methodological boundaries. Finally, the chapter concludes by describing the structure of the study, providing a roadmap for the subsequent chapters. This introduction ensures a coherent framework for the research while underscoring its importance and relevance.

1.1 Background of the Study

Success in an organization is largely dependent on internal communication, particularly in Civil Society Organizations (CSOs). According to Miller (2015), effective communication is essential for the success of all types of organizations—governmental, non-profit, business, and educational. This study focuses on the Authority for Civil Society Organizations (ACSO), a government entity responsible for overseeing CSOs in Ethiopia. Established to regulate and support CSOs, ACSO plays a key role in disseminating best practices, exerting control over CSOs, and contributing to the development of the communities they serve (ACSO, 2024).

In Ethiopia, ACSO has been operational since the 1960s. This research is anchored in the **Social Exchange Theory (SET)**, which is central to understanding how internal communication influences employee engagement. SET posits that relationships are formed based on a cost-benefit analysis, where individuals or organizations exchange resources for mutual benefit. Atouba (2018)

notes that SET is useful in examining organizational-employee relationships, while Karanges (2014) emphasizes its relevance in understanding workplace dynamics and employee attitudes. This theory offers a robust framework for examining internal communication in relation to employee engagement within ACSO.

Research by Karanges (2014) suggests that when employees believe their organization is providing resources and benefits in exchange for their work, they are more likely to show positive behaviors and attitudes. Effective internal communication plays a vital role in this exchange, by offering employees access to critical information, feedback, and opportunities to participate in decision-making (Mishra, Boynton, & Mishra, 2014). In turn, this fosters a transparent organizational culture and greater employee engagement, which are essential for the success of ACSO and other organizations.

Communication is also crucial for organizations to obtain vital resources such as capital, labor, and raw materials, as well as to accumulate secondary resources like legitimacy and reputation (Cees & Charles, 2007). Effective communication is not only a management function but a strategic tool that drives operational success (Cees & Charles, 2007). Recent studies have shown that internal communication is linked to improved operational outcomes, as it enhances teamwork, coordination, and employee engagement (Karanges, 2014; Linke & Zerfass, 2011; Su et al., 2019).

Moreover, internal communication plays a critical role in shaping organizational culture. According to Grunig and Dozier (2002), promoting relationships between management and employees through effective internal communication helps organizations meet their goals and objectives. Studies have also highlighted a positive correlation between internal communication and creative behavior, innovation, and job satisfaction (Eva et al., 2019; Prieto & Perez-Santana, 2014; Su et al., 2019; Zhou & George, 2001).

This study examines the effectiveness of internal communication at ACSO using SET and other relevant theories, such as Ludwig Von Bertalanffy's **Systems Theory** (1928) and Frederick Herzberg's **Two-Factor Theory**. These theories help to explain the importance of communication in shaping organizational culture, employee satisfaction, and overall organizational success. As

Hume (2008) points out, a clear corporate culture is advantageous when employees share common values, understand policies, and are aligned with organizational goals.

Ethiopia has a long history of traditional community-based organizations but formal CSOs emerged in the 1960s during the reign of Emperor Haile Selassie. The creation of CSOs was formalized under Proclamation No. 321/1967, which continued under the Derg regime (1974–1991), though the military government severely restricted the formation and registration of CSOs. Following the fall of the Derg in 1991, the Ethiopian People's Revolutionary Democratic Front (EPRDF) allowed CSOs to flourish, transitioning them from humanitarian to participatory development and rehabilitation programs. From 1991 to 1995, CSO registration was managed by the Ministry of Interior (ACSO, 2024).

In 2009, the government passed a restrictive CSO law under Proclamation No. 621/2009, which limited the operations of many CSOs. However, this law was repealed in 2019 with the introduction of the more flexible **CSO Proclamation No. 1113/2019**. This reform marked a new era for CSOs, with a focus on fostering a more transparent and accountable system that upholds constitutional rights to freedom of expression, association, and assembly (ACSO, 2024).

Currently, ACSO plays a significant role in overseeing the activities of CSOs across Ethiopia. It is tasked with registering, supporting, and monitoring CSOs, ensuring their operations align with national development goals. As a government agency, ACSO has the unique opportunity to exchange knowledge, foster collaboration, and drive innovation within the civil society sector. Given this mandate, it is essential to evaluate the effectiveness of ACSO's internal communication practices, identify strengths and weaknesses, and implement strategies to enhance organizational performance (ACSO, 2024).

The Director of ACSO's Public Relations and Communication Directorate, Tigist Dagnenet, notes that the primary issue currently facing the organization is the lack of a comprehensive internal communication plan. Despite having the necessary tools, ACSO has largely focused on media relations and external communications rather than strengthening internal communication. This research aims to address this gap by evaluating ACSO's internal communication practices,

providing actionable recommendations for improvement, and fostering a productive culture that encourages innovation, knowledge-sharing, and collaboration.

Ultimately, this study seeks to bridge the knowledge gap on how effective internal communication impacts organizational performance and employee engagement at ACSO. By focusing on internal communication as a critical factor in employee motivation, this research contributes to a better understanding of the role communication plays in achieving organizational goals. Furthermore, the findings may serve as a model for other CSOs in Ethiopia and beyond, providing valuable insights into how internal communication practices can be optimized to improve organizational outcomes.

1.2 Statement of the Problem

The specific problem addressed by this study is the lack of a comprehensive internal communication strategy at the Authority for Civil Society Organizations (ACSO). Despite its critical role in motivating employees and enhancing organizational effectiveness, ACSO currently lacks an established communication plan, a gap that impacts the overall functioning of the organization. The absence of a structured internal communication strategy is one of the key challenges in motivating employees and fostering a collaborative work environment.

Internal communication plays a central role in the success of any organization. According to Smith and Mounter (2007), organizations must prioritize internal communication because employees are the organization's most valuable asset. Effective communication fosters employee motivation, increases productivity, reduces turnover, and enhances overall business performance. In challenging economic conditions, internal communication becomes even more crucial, as it helps businesses retain top talent and maintain a competitive advantage.

Yates (2006) notes that research by Watson and Wyatt, which surveyed 335 participants from 260 U.S. companies and 75 Canadian companies, found that effective internal communication is a significant predictor of financial performance. Companies with high communication effectiveness saw a 19.4% market premium and reported employees who were 4.5 times more likely to be highly motivated. However, Welch (2012) cautions that poor communication practices can harm internal relationships and organizational effectiveness, particularly when employees do not receive information in formats that are accessible or meaningful to them.

Further research, such as that by Rothberg (2009), Frost (1997), and Wingard (2020), supports the notion that effective internal communication enhances organizational efficiency, employee satisfaction, and productivity. In today's digital and interconnected world, employees are increasingly recognized as key communicators and influencers in driving organizational success. This evolution has led to a greater emphasis on the importance of internal communication practices, their role in organizational culture, and the challenges they pose to management.

As Wingard (2020) observes, employees today expect greater transparency and openness from their leaders, which makes internal communication an essential tool for building trust and maintaining positive interpersonal relationships within the organization. Tanner (2000) emphasizes that effective communication is vital for management functions, as it encourages the exchange of ideas and promotes mutual understanding.

In the context of Ethiopia, internal communication issues are not unique to ACSO. Previous studies, such as Dawit (2021) cited by Haymanot (2022), suggest that the lack of internal communication practices often results in the improper use of communication channels and poor relationships between staff and management. For instance, research by Shiferaw (2014) found that over 50% of Ethiopian Airlines employees expressed dissatisfaction with the organization's internal communication practices. Similarly, Tenaw (2021) highlighted that organizations like the Ethiopian Ministry of Revenue and Ethiopian Police University College struggled to implement effective communication channels, leading to employee dissatisfaction and disengagement.

In the absence of a clear and effective communication framework, employees in organizations often face difficulties accessing important information and aligning their actions with organizational goals (Serkalem, 2017). As Serkalem (2017) points out, communication breakdowns in modern organizations hinder both productivity and decision-making processes. Kidist (2022) further suggests that without a concise communication flow, organizational processes become disjointed and inefficient, and ultimately affecting employee performance.

ACSO is aware of these challenges and is in the early stages of developing a strategic communication framework to improve internal communication. However, a thorough understanding of the existing communication practices and their impact on employee engagement is still lacking. This study is significant because no research has yet been conducted on the specific challenges and practices of internal communication within ACSO. The findings of this research

will provide valuable insights into how internal communication can be improved to enhance employee satisfaction, collaboration, and organizational performance.

By utilizing the Social Exchange Theory (SET) as a theoretical lens, this study aims to assess the internal communication practices at ACSO, identifying the key values that influence communication patterns and organizational behavior. Understanding these values can offer a roadmap for improving communication, fostering a culture of innovation, and enhancing the overall effectiveness of the organization.

1.3 Research Question

1. How are internal communication practices implemented in the ACSO?
2. Why is internal communication significant in the ACSO?
3. What are the challenges of the internal communication in the ACSO?
4. Where do internal communication channels and patterns originate or function in the ACSO?

1.4 Objectives

1.4.1 General Objective

The overarching goal of this study is to evaluate the practices, roles, and challenges of internal communication within the Authority for Civil Society Organizations (ACSO) and how these factors contribute to enhancing employee engagement.

1.4.2 Specific Objectives

To achieve the general objective, the study focuses on the following specific aims:

1. To analyze the existing practices of internal communication within ACSO to determine their effectiveness and alignment with organizational goals.
2. To explore the role that internal communication plays in fostering employee engagement and contributing to organizational performance.
3. To identify and critically examine the key challenges and barriers hindering effective internal communication in ACSO.

4. To evaluate the various channels and communication patterns employed within ACSO and assess their impact on information dissemination and collaboration.

1.5 Scope of the Study

The research primarily focuses on internal communication practices and their role in enhancing employee engagement. It aims to provide actionable insights that could serve as a guiding framework for ACSO and other Civil Society Organizations (CSOs). The study is geographically confined to Addis Ababa, Ethiopia, where ACSO operates. Although the findings may offer valuable insights, they may not fully represent practices in other parts of the country.

The research is conducted exclusively on ACSO, the authority overseeing CSOs in Ethiopia. This targeted approach allows for an in-depth examination of internal communication dynamics specific to a governmental organizational context.

By narrowing the study's focus, the research aims to generate actionable recommendations tailored to ACSO while offering transferable insights for similar organizations.

1.6 Significance of the Study

This research holds significant value for multiple stakeholders by shedding light on the dynamics of internal communication within ACSO. For ACSO management and public relations teams, the study will provide a deeper understanding of the current internal communication framework. The insights gained will guide the development of strategies to enhance employee motivation, satisfaction, and engagement. For policymakers and strategic planners, the findings will emphasize the critical role of effective internal communication in implementing successful strategies and fostering an engaged workforce. Civil society organizations (CSOs) can benefit from practical recommendations offered by the study, which can serve as a model for adopting best practices in internal communication to improve organizational performance. Additionally, the research contributes to the academic and research communities by linking internal communication strategies with employee engagement outcomes in a governmental organization, serving as a valuable reference for future studies in similar contexts. From an organizational development perspective, effective communication fosters a positive work environment and

boosts overall productivity. The study will demonstrate how ACSO can create a cohesive and collaborative workplace, setting a benchmark for other entities in the sector. By focusing on internal communication, this study has the potential to inspire meaningful changes that promote employee well-being, drive engagement, and ultimately enhance organizational efficiency.

1.7 Limitations of the Study

While this research aims to provide valuable insights into the internal communication effectiveness for enhancing employee's engagement in an organization within the ACSO using the social exchange theoretical perspective, several limitations should be considered. It is not practical to methodologically explore every facet of internal and external communication because of limitations in terms of time and capacity. Moreover, the study selected a single organization as study area. It is acknowledged that the findings may not represent the whole Civil Society Organizations.

1.8 Organization of the study

The study is structured into five chapters, ensuring a logical flow of information. Chapter One introduces the research by providing the background, problem statement, research questions, objectives, significance, scope, and organization of the study. Chapter Two presents a comprehensive literature review, discussing both theoretical foundations and empirical studies related to internal communication and employee engagement. Chapter Three outlines the research methodology, detailing the study area description, research design, data sources, sampling techniques, data collection methods, and ethical considerations. Chapter Four focuses on the analysis and interpretation of the data collected, offering insights into the practices, roles, challenges, and patterns of internal communication within ACSO. Finally, Chapter Five concludes the study by summarizing the key findings, providing actionable recommendations, and highlighting areas for future research. This organizational structure ensures clarity, coherence, and a systematic exploration of the research topic.

CHAPTER TWO

2 REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter provides a comprehensive review of the literature relevant to the study of internal communication and its role as a mechanism for enhancing employee engagement within the Authority for Civil Society Organizations (ACSO). The review serves as the foundation for the conceptual framework guiding the research, offering insights into key concepts, definitions, and theoretical underpinnings.

The study utilizes a mixed-methods approach, incorporating both quantitative (questionnaires) and qualitative (in-depth interviews) research instruments to examine the internal communication dynamics within ACSO. The purpose of this chapter is to explore and synthesize existing literature to contextualize the study, identify gaps, and establish a theoretical basis.

Key areas covered in this chapter include:

- The evolution of internal communication.
- Definitions and scope of internal communication.
- Categories and flows of communication within organizations.
- Criteria for effective internal communication.
- Relevant theoretical frameworks supporting the study.

By addressing these topics, this chapter aims to provide a thorough understanding of internal communication's critical role in promoting employee engagement and organizational success.

2.1 Evolution of Internal Communication

Cutlip, Center, and Broom (2015) assert that internal communication is now both a function of corporate communication and public relations as well as a crucial and autonomous subject of research. P 230. Employees are seen by Cutlip et al. (2015) as internal stakeholders, and internal

communication has long been recognized as a crucial and difficult field that helps to close the gap between management and staff while fostering a stronger relationship between an organization and its stakeholders. Verčič and Sriramesh (2012) have demonstrated that one of the public relations and communication management specializations with the quickest growth rates is internal communication. The increasing attention that internal communication has received has led to a number of research that attempt to comprehend, analyze, and support the discipline as a stand-alone area of study. Grunig and Dozier (2002) argue that one way to achieve the connection between managers and employees is through effective internal communication which becomes a catalyst for organizations to reach their goals and objectives. Effective internal communication enables them to effectively develop structure and culture.

2.1.1 Defining Internal Communication

Internal communication is referred to by a variety of names. Internal communication has been interchangeably compared to organizational communication, employee communication, intra-organizational communication, internal relations, and internal public relations, according to Welch and Jackson (2007). The term "internal communication" will be used in this study to describe conversations that occur between a business and its workers. Internal communication is the process via which staff members are informed about their specific responsibilities as well as the overarching aims and objectives of the company, according to Verčič and Sriramesh (2012). According to Herbst (2007), internal communication serves the primary function of information transfer and is an essential component of any business. Internal communication within the company is not just a technical process for distributing information for the employees (Welch and Jackson, 2007).

According to Welch and Jackson (2007), internal communication is the process of informing stakeholders whose well-being is dependent upon the performance of the business. In addition to workers, these stakeholders also include independent contractors, investors, suppliers, and business alliances. Sharing information with a person or group that is directly involved in representing the organization is the main purpose of internal communication.

2.1.2 Classification of Internal Communication

2.1.2.1 Formal and Informal communication

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

Steinberg (1995) disclosed that formal communication originates with management and is disseminated through the organizational hierarchy in the form of policies, procedures, and job instructions. Conversely, informal communication is any conversation that occurs within an organization between people, regardless of their level of employment. It is said that members of the organization's mutual interests foster informal communication. It has been determined that the grapevine is the most effective medium for communication (P, 75).

According to Rollinson (2008), there are no set rules for informal communication. He has elucidated on the ways in which informal communication encompasses a range of interactions that are not classified as informal communication through formally designated channels. Participants in this communication process come from a variety of organizations. Information that is usually transmitted in the form of rumors and gossip may also contain information relevant for the organization which is intentionally or unintentionally spread by the management. It is often said that informal communication involves people at any time and in any place.

Even though informal communication does not follow pre-established rules or directions, it is as important as formal communication because the management might transfer significant information that was simply omitted in formal channels. A negative impact of informal communication might be when people deliberately want to established a cycle of bad rumors which are based on fears and anxieties of individuals. In that case an organization is turned into a center of gossip that is very difficult to stop. The possible ways the management can react to rumors is simply to ignore them, refute them or even draw attention to positive characteristic that rumors possesses (Rollinson, 2008).

2.1.3 Communication flows of Internal Communication

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

2.1.3.1 Upward communication

According to Rollinson (2008), upward communication is the flow of information from lower to higher echelons of the organization; that is, communication that is started by subordinates and directed toward their superiors. This kind of communication typically includes information that helps managers perform their duties, such as details required to decide how to proceed with ongoing initiatives at this point. Notifying higher-ranking personnel about events at lower positions is the primary goal of this kind of communication. In this approach, they are also able to see the efficacy of downward communication and the general efficacy of the organization's operation at a lower level. Additionally, this feedback is utilized to increase the efficacy of communication. The study of Herbst, (2007) found out that, upward communication mainly allows senior management of an organization to know and understand what is happening at lower levels of structure. He also identified forms of upward communication, which includes: letters and memoranda, surveys, suggestion box systems, departmental meetings, formal grievance procedures, staff meetings, etc. (175)

2.1.3.2 Downward Communication

Downward communication is defined by Greenberg (2008) as the flow of information from higher to lower levels of the organizational hierarchy (manager to employee, superior to subordinate, etc.). It is the most common type of internal communication and is based on organizational hierarchy. Katz and Kahn (1998) have identified five tasks that were taken into account when communicating downward.

Those are specific task directions; job instructions ; information designed to produce understanding of the tasks and its relation to other organizational objectives; job rationale; procedures and practices information's associated with business policies; feedback to the employees about their performance indoctrination of organizational ideology to foster employees to values, goals and objectives. The downward flow of communication is stronger than upward, horizontal and diagonal direction of communication. It starts from top managers, running through

the lower managerial levels and at the end to all other employees who are at the bottom of the hierarchy.

2.1.3.3 Lateral communication

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

2.1.4 Criteria for Effective Internal Communication

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

According to Verčič and Sriramesh (2012), the following variables affect how effective internal communication is. These include how many persons the message reached, how the sender and recipient are related to one another, what kind of channel was used, what kind of message was sent, and whether the recipient is required to reply. P. 300. Welch and Jackson (2007) present an alternative set of standards for evaluating the efficacy of internal communication. For knowledge to be understood internally, it must be communicated in a tangible manner. The transactional model of communication indicates that factors including culture, background, language, and frame of reference have an impact on the coding process. Thus, clear communication reduces the possibility of misunderstandings.

Additionally, focused and coordinated communication is necessary for efficient internal communication. In order for communication to be effective, it must be organized and concentrate on the most crucial elements of the information (Forsberg and Malm, 2001). According to Forsberg and Malm (2001) notion, coordination means that managers need to be able to communicate a message to co-workers in an identical manner. Finally, effective internal communication must be consequent and continuously transmitted over time. Continuous

communication enhances trustworthiness of information. Lastly, information transmitted must strive to create contacts leading to a dialogue.

2.1.5 Employee and employee Engagement

2.1.5.1 Employee

Hornby (2010) defined an employee as a person who is paid to work for somebody. The International Labor Organization elaborate this definition by stating that employees are people who work for a public or private employer and receive remuneration in wages, salary, commission, tips, piece rate, or pay in kind. It is important to know that an employee is one who under a contract is employed by an employer in either a private or public entity of an organization to work for that particular organization, with a reward at the end of the work, be it a salary, wage etc on daily, weekly or monthly bases.

2.1.5.2 Employee motivation

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

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

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

Antonnis (2005) stated that motivation is a dynamic process in which the use of psychological, social and economic, as well as the legal methods and tools contribute to employees and organizational goals. To motivate means to persuade employees to do their utmost to promote the

organizations and group goals. People are the most valuable resource of the organization, but at the same time, they are the only resource that is able to act against the organization's objectives. That is the reason why enormous emphasis should be put on the importance for employee motivation so that consequently they would use their skills and experience for the benefit of the organization.

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

2.1.6 The Two-Way Symmetrical Model of Communication

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

Grunig's (2008) symmetrical communication model is one that embraces negotiation between the organization and its publics, and one that also fosters mutual understanding. Senior public relations executive or others in the unit must have the professional knowledge needed to practice the two-way symmetrical model. The organization should have a symmetrical system of internal communication. A symmetrical system of internal communication is based on the principles of employee empowerment and participation in decision making. Managers and other employees engage in dialogue and listen to each other. Symmetrical communication within an organization fosters a participative rather than an authoritarian culture as well as improved relationships with employees—greater employees satisfaction, control mutuality, commitment, and trust (Grunig's, 2008).

The researcher endeavored to see the nature of internal communication at Authority for Civil Society Organizations (ACSO) in mirror of two-way symmetrical model of communication.

2.1.7 Theoretical Framework

2.1.7.1 Social Exchange Theory (SET)

The Social Exchange Theory (SET) is based on the idea that cost-benefit analyses are the processes that establish partnerships between two or more people. According to Atouba (2018), SET has shown to be highly useful in researching and comprehending organization-employee interactions, Karanges (2014) contend that SET may help understand workplace relationships as well as employee attitudes. SET is a perfect framework for examining organizational interactions in light of the goals of this study. According to this hypothesis, when workers believe their company is giving them resources and benefits in return for their work, they are more likely to exhibit favorable behaviors and attitudes toward their jobs. In addition to being crucial for fostering a transparent culture between management and staff and engaging workers in the organization's priorities, effective internal communication can play a major role in this exchange by giving staff members access to information, feedback, and opportunities for participation and involvement in decision-making (Mishra, Boynton, Mishra, A. 2014). From the perspective of symbolic interaction, social exchange theory comes. The idea characterizes, clarifies, and forecasts when and why individuals divulge particular details about themselves to others. The interdependence theory of Thibaut and Kelley (1959) cited by Stafford (2017) is used by the social exchange theory. This theory states that "relationships grow, develop, deteriorate, and dissolve as a consequence of an unfolding social-exchange process, which may be conceived as a bartering of rewards and costs both between the partners and between members of the partnership and others".

According to the theory; human interaction is analogous to an economic transaction, in that an individual may seek to maximize rewards and minimize costs. Actions such as revealing information about oneself will occur when the cost-reward ratio is acceptable. As long as rewards continue to outweigh costs, a pair of individuals will become increasingly intimate by sharing more and more personal information. The constructs of this theory include disclosure, relational expectations, and perceived rewards or costs in the relationship. In the context of marriage, the rewards within the relationship include emotional security and sexual fulfillment. Based on this theory Levinger argued that marriages will fail when the rewards of the relationship lessen, the barriers against leaving the spouse are weak, and the alternatives outside

of the relationship are appealing. Social Exchange Theory (SET) was defined as an action–reaction system of exchange based on reward mechanisms for value exchange. SET considers direct social interactions between actors through four elements: trust, commitment, reciprocity, and power (Blau,1964 cited by Cook et al., 2013).

2.1.7.2 Frederick Herzberg's two-factor Theory

To identify the elements that inspire workers, Frederick Herzberg and his associates conduct a number of tests. In those tests, they asked participants about their job satisfaction and dissatisfaction, and they arrived at the findings shown in the image below. According to Rollinson (2008), "people are motivated by positive reinforcement for their work and are averse to negative

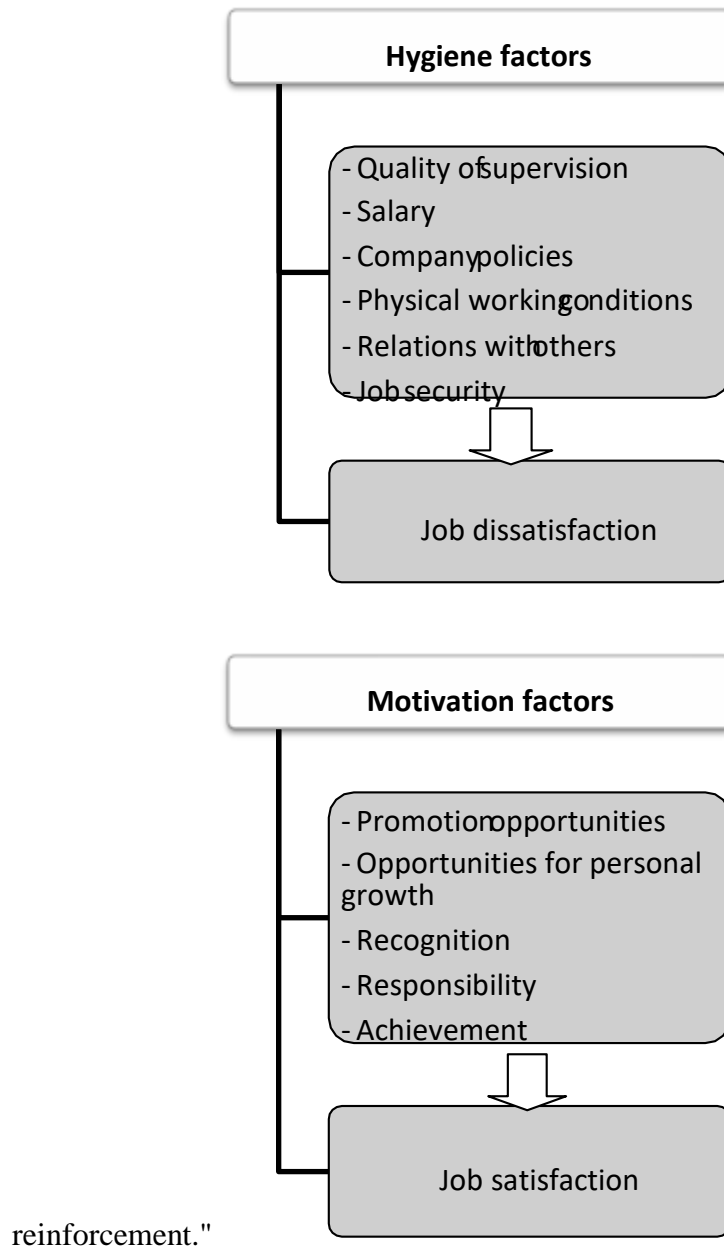


Figure 2.1 - Herzberg's Two-Factor Theory, 1966 cited by Rollinson (2008).

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

As shown in figure 3-3, for Rollinson (2008) those factors which cause employee satisfaction were called motivators and those factors which cause dissatisfaction of employees were called hygiene factors. Motivators stimulate employees to work harder and they include promotion, opportunities for personal growth, recognition, responsibility and achievement. Hygiene factors pertain to the job context and their presence do not motivate but their absence results dissatisfaction.

2.1.7.3 Ludwig Von Bertalanffy Systems Theory

A system is a set of interdependent units all working together to adapt to the environment. A change in one part of the system affects the whole system and creates a new output. One good example of a system is an organization, which has different units or departments working together to achieve the common goal or purpose of the organization. A system consists of four components: Objects – These are the parts /elements or variables within the system. These may be physical or abstract or both depending on the nature of the system. Attributes – This refers to the qualities and properties of the system and its objects. The Environment A system cannot exist in isolation. There has to be an environment where it operates in. Systems are used by human beings in their everyday life to describe phenomena or to make things happen. For example, the first form of written communication used by the Phoenicians (Lebanon) could not have been without the application of some form of system or pattern/model. Systems Theory is the trans-disciplinary study of the organization of phenomena. This Theory was developed by the Hungarian biologist, Ludwig Von Bertalanffy (1928) cited by Drack (2009) with the goal of creating principles that can be applied to all phenomena in all fields of research.

Bertalanffy, in his book General Systems Theory, (1968) stated the re-exists models, principles and laws that apply to generalized systems or their subclasses irrespective of their particular kind, the nature of their component elements, and their relationships or forces between them. Therefore, the Theory was based on the idea that phenomena can be seen as a network of relationships among different elements or system. What this implies is that systems theory involves the basic idea that objects in the world are interrelated to one another. Nothing can be understood in isolation but must be seen as part of a whole. The function of any system is to convert or process energy, information or materials into a product for use within the system or outside of the system. A

fundamental notion of general systems theory is its focus on interactions. The center in relationships lead to sustain that the behavior of a single autonomous element is different from its behavior when the element interacts with other elements. As stated by Kast and Rosenzweig (1972) a closed system does not interact with its environment. Closed systems instead it has rigid, impenetrable boundaries and are subject to the force of entropy which can increase until the system fails. Thus, a closed system must attain equilibrium with its inputs to remain unaltered and, in turn, avoid disorganization. It does not take in information and therefore; is likely to atrophy, that is to vanish. The decision making process is not decentralized which leads to diffusion of the undesired information or exaggeration leading to apathy. Organizations are expected to use regulatory systems to achieve uniformity and coherence of their internal communication practices and procedures. They are also expected to use innovative systems and become more responsive and adaptive to external communication networks and important stakeholders. The organization is seen as a system built by energetic input output where the energy coming from the output reactivates the system(Drack, 2009).

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2.1.7.4 Formal Communication Theory

Yates (2006) states that an analysis of top-down, down-up, and horizontal communication patterns is part of the formal theory of internal communication. Top-down communication involves supervisors providing written papers, formal conferences, and training sessions to subordinates in order to exchange knowledge. Receiving comments or recommendations from staff members or other stakeholders is a part of upward or down-up internal communication. Managers and

businesses that promote down-up communication benefit from insightful advice. According to theories of horizontal communication, organizational units might be more integrated and capable of maximizing resources across departments. Employees at the same level are encouraged to share information freely through horizontal communication (Yates, 2006).

CHAPTER THREE

3 RESEARCH METHDOLOGY

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

3.1 Research approach

This study adopted a mixed-method approach, combining qualitative and quantitative research methods for data collection. Mixed-method research integrates qualitative and quantitative elements to provide a more comprehensive understanding of the research problem. According to Deribsa (2017), using a mixed method enhances the depth of insight gained compared to using a single method. Creswell (2009) further argues that mixed methods enable researchers to address complex problems effectively, making it one of the most popular approaches in contemporary research. Similarly, Matveev (2002), as cited in Walt (2006), emphasizes that using both methods ensures data reliability, contextual understanding, flexibility, and holistic interpretation.

In this study, qualitative methods, particularly in-depth interviews, were used to identify themes to be included in the survey questionnaire and to provide context to the quantitative findings.

3.2 Source of Data (Primary and Secondary Data Sources)

3.2.1 Survey/ Questionnaire

The primary data sources for this research, focusing on ACSO's internal communication, included self-administered closed-ended questionnaires and semi-structured interviews, with the questionnaires playing a central role. These questionnaires were specifically designed to assess the presence or absence of the key variables—internal communication and employee engagement—within the organization. They were selected based on their proven effectiveness in similar studies and were carefully reviewed to ensure clarity and appropriateness for ACSO's unique organizational context and the educational backgrounds of its employees.

Additionally, a semi-structured interview guide was employed to gain deeper insights into the internal communication practices at ACSO. This guide was adapted from related studies, with adjustments made to align with ACSO's specific context while maintaining its relevance and comprehensiveness. Together, these tools were instrumental in capturing a holistic view of ACSO's internal communication dynamics, offering both quantitative and qualitative data to inform the research findings. Surveys are widely used in social science research due to their ability to gather substantial amounts of information quickly from a broad group of respondents. Goldwater (2002) highlights the dominance of surveys in research because of their ease of development, administration, and interpretation.

The questionnaire was designed using validated tools adapted for the specific organizational context. According to Wimmer and Dominick (2001), a questionnaire is a written set of questions used to survey respondents. Antonnis (2005) outlines that questionnaires can be administered face-to-face, via telephone, in group settings, or as self-administered formats.

Clampitt and Downs (2004) note that questionnaires help control the assessment focus, allow for a large number of responses, and produce quantitative ratings to evaluate performance across aspects such as communication with senior managers. The questionnaire used a Likert-type scale and included open-ended questions to capture nuanced responses. It also gathered demographic data to facilitate comparisons across hierarchical levels and other relevant factors.

Secondary data sources were extensively used to support the study of ACSO's internal communication dynamics. These sources were essential in mapping ACSO's organizational structure and determining the population size at different levels of the hierarchy. They also provided valuable insights into employee satisfaction and other relevant organizational factors. To further strengthen the research, the study drew on secondary data from various credible materials, such as journal articles, books, similar previous research, organizational newsletters, and ACSO's official profile. These resources contributed significantly to the study's theoretical framework and enriched the analysis with context-specific information, enhancing the overall depth and relevance of the research.

3.2.2. In-depth Interview

Qualitative data was gathered through structured in-depth interviews. Kothari (2014) describes structured interviews as a standardized approach where predetermined questions are asked in a prescribed order. This ensures consistency and reliability in data collection.

Newcomb (1991) identifies interviews' ability to explore multiple perspectives on a topic as a key strength. Conducting several interviews enables the researcher to broaden their understanding and obtain diverse insights. In this study, interviews were conducted with top organizational officials to gain individual-level perceptions of internal communication practices.

3.3 Sampling Procedure

This research is based on quantitative and qualitative data. The full-time employees in ACSO are the subjects in this study as the sources of data. The choice of this category was deliberate because of the following reason: According to the data obtained from the office, numbers of permanently employed staff members are about 220. The population of the study consisted of general director, vice directors, directorates of all the 17 departments and staffs from each department in ACSO numbering 220 which is the finite population. Because it is essential to use a census approach by ensuring that all members of the population are included which is very useful to gather specific information about every individual in the population. Once an item is selected for the sample, it cannot appear in the sample again (sampling with replacement is used less frequently in which procedure the element selected

3.4 Data Analysis Procedure

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

3.5 Reliability and Validity

To make the primary data collected from ACSO reliable and valid; the researcher used a mixed methodology. With this approach a pragmatic descriptive method were used and two data collection instruments, i.e. questionnaire and interview applied. Neuman (2007) states: Reliability and validity are fundamental issues in all measurement. Both concerns with how concrete measures are connected to constructs. Reliability and validity are prominent because constructs in social theory are often vague, disperse, and not directly evident. Perfect reliability and validity are virtually impossible to realize. Reliability means dependability or consistency. It suggests that the same thing is repeated under very similar conditions. On the other hand, validity suggests truthfulness and refers to the match between a construct, or the way a researcher conceptualizes the idea in a conceptual definition, and a measure. It refers to how well an idea about reality "fits" with actual reality. To keep the reliability of this study the researcher will take all the cautious measures not to make either transcription errors by cross checking and editing every time.

3.5.1 Reliability

As Kothari (2004) noted, sound measurement is essential to conduct a good research and test of reliability is important test of sound measurement. Thus, to maintain reliability of the instruments and to make sure that the data collection tools are providing consistent results, reliability analysis was conducted on all instruments employed in this research after full scale data collection; and the Cronbach’s coefficient alpha score was presented as follows.

Table 3.1: Cronbach’s alpha coefficient value for the statements under the questions for the practice, role and challenge

Case Processing Summary			
		N	%
Cases	Valid	195	100.0
	Excluded ^a	0	.0
	Total	195	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha		N of Items	
.895		17	

Source: SPSS result (2024)

From the above table all of the responses for the statements under the practices, role and challenges of communication, were tested for their reliability. Accordingly, they were found reliable with cronbach's coefficient alpha score of 0.895. Therefore, based on the above test results we can conclude that, all responses scored an acceptable Cronbach's coefficient alpha and the questionnaire was found reliable for measuring the role, practice and challenges. As stated in the methodology, reliability assessment were conducted to ensure that the responses comprising each statements are highly reliable and internally consistent , and the calculated value of Cronbach's alpha coefficient was greater than the critical point of 0.70 (Nunnally, 1978, cited in Cheng and Choy, 2007), implying that the proposed success factor is said to be highly reliable and internally consistent.

3.5.2 Validity

Validity was assessed using theoretical or empirical approaches. Theoretical assessment of validity focuses on how well the idea of a theoretical construct translated into or represented in an operational measure. In this regard the validity of the current study was adressed through the review of related literatures and adapting instruments used in previous research.

3.6 Ethical consideration

Ethical guidelines were rigorously adhered to throughout the research process. Informed consent was obtained from all participants, and approval was sought before distributing questionnaires. The researcher ensured that questions were clear, respectful, and unambiguous, minimizing the risk of misunderstandings. Participants' privacy and autonomy were respected, and the research process was conducted with fairness and integrity.

CHAPTER FOUR

4 DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter deals with the presentation, analysis and interpretation of the data on findings under each presentation, aimed at achieving the research objective. In this regard, the chapter discusses the result of descriptive (the mean, standard deviation and frequency analysis) statistics to analyze the practice of internal communication Authority for Civil Society Organizations (ACSO).

4.2 Response rate

The study utilized questionnaires to collect data from respondents. The number of distributed questionnaires was based on the sample size determined in the research methodology section, targeting a total of 220 respondents. Of these, 195 questionnaires were returned and properly completed, yielding a response rate of 88.63%.

The data collected were analyzed using SPSS software, with results presented through tables, charts, and accompanying narratives. The high response rate ensures that the findings are representative and provide reliable insights for further analysis.

4.3 Background analysis of respondents

4.3.1 Sex of the respondents

4.4 Background analysis of respondents

■ Sex of the respondents

Out of the total 195 respondents who anonymously participated in this study, 52.3% were male and 47.7% were female. The near-equal distribution of male and female participants is significant for this study as it highlights the efforts of the Authority for Civil Society Organizations (ACSO) to promote gender equality within the organization. This gender balance reflects the organization's

commitment to providing equal opportunities for both men and women in terms of professional development, career advancement, and participation in organizational activities.

The inclusion of nearly equal numbers of male and female respondents in the study strengthens the representativeness and validity of the findings, especially in understanding internal communication and employee engagement across gender lines. The fact that women are provided with the same opportunities for advancement in knowledge, skills, and organizational status as their male counterparts is a positive indicator of ACSO's efforts to create an inclusive work environment. This is further supported by the government's focus on gender equality, as seen in initiatives aimed at ensuring that women are equally represented in all aspects of job opportunities.

This balanced gender representation in the sample allows the study to draw more accurate and reliable conclusions about how internal communication practices are perceived and experienced by employees of different genders. It helps to assess whether the organization's communication strategies are equally effective in engaging both male and female employees and whether there are any gender-specific factors that influence employee satisfaction and engagement. Additionally, the equal representation of genders in the sample enhances the study's ability to examine if there are any disparities or biases in internal communication practices that may exist between male and female employees.

In summary, the gender balance in the study sample not only strengthens the robustness of the findings but also underscores the importance of gender equity within ACSO. The equal participation of men and women provides a comprehensive perspective on how internal communication and employee engagement are experienced across different gender groups, contributing to a more nuanced understanding of organizational dynamics.

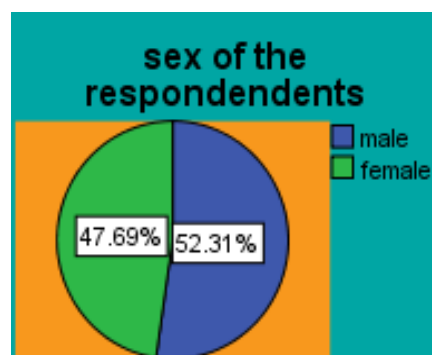


Figure 4.1: Sex of the respondents

■ **Age of the respondents**

The age distribution of the respondents reveals a varied representation across different age groups. Specifically, 5.13% of respondents are aged above 55 years, 35.4% are between the ages of 36 and 45, 10.3% are below 25 years, 16.41% fall within the 46 to 55 age range, and 32.82% are aged between 25 and 35. This age distribution indicates that the Authority for Civil Society Organizations (ACSO) predominantly engages a workforce of middle-aged adults, who are typically in their prime years of productivity. The larger percentage of respondents in the 36-45 and 25-35 age ranges suggests that ACSO values the contributions of experienced and dynamic individuals who are well-positioned to perform their duties actively and effectively.

The inclusion of a wide age range among respondents is significant to the study, as age can have a notable impact on employees' perspectives, experiences, and engagement with internal communication practices. Older individuals, particularly those aged 46 and above, bring a wealth of experience and long-term knowledge to their roles. Their opinions and feedback on communication strategies may differ from those of younger employees, who may approach work and communication with a different mindset, often shaped by emerging technologies and evolving work trends. These generational differences in perspectives are crucial to understanding how internal communication is perceived and how it impacts employee engagement across different age groups.

Furthermore, the diversity in age among respondents allows for a more comprehensive examination of internal communication practices. For example, younger employees might value digital communication platforms or seek more interactive communication methods, while older employees might prefer more traditional forms of communication or value face-to-face interactions. By including respondents from a broad age range, the study can identify whether ACSO's communication strategies are effectively addressing the needs and preferences of all age groups or if certain strategies are more successful with specific age demographics.

The age of the respondents also enhances the relevance of the study by enabling the exploration of generational differences in employee engagement. This can reveal whether certain age groups are

more or less engaged with internal communication, which can provide valuable insights into how the organization can tailor its strategies to foster greater engagement across all age categories. In this sense, the diversity of age among respondents not only strengthens the depth of the research but also ensures that the study's findings are applicable to a wide range of employees within ACSO, regardless of their age.

In conclusion, the age distribution of the respondents plays a pivotal role in the study's analysis, as it provides a more nuanced understanding of the varying needs, expectations, and experiences of different age groups. It highlights the importance of considering age as a factor in the design and implementation of internal communication strategies, ensuring that all employees feel equally engaged and valued, regardless of their age.

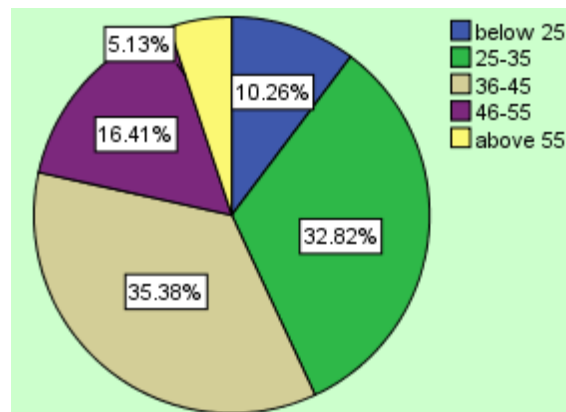


Figure 4.2: Age of the respondents

■ Educational background of the respondents

The educational background of the respondents was a crucial aspect of this study, as it helped to assess the level of understanding and interpretation of internal communication practices. Based on the data collected, it is evident that the respondents hold a wide range of academic qualifications, from diplomas to advanced degrees, which enables a diverse perspective on communication practices within the organization. A significant portion of respondents, 44.1%, were degree holders, indicating a strong academic foundation among the majority of participants. Additionally, 36.92% of respondents held master's degrees, while 5.64% had qualifications above the MSc/MA level. The remaining 13.33% of respondents had completed their studies at the diploma level.

This distribution of educational qualifications is highly relevant to the study, as it suggests that the respondents are well-equipped to comprehend and engage with the concepts, practices, challenges, and roles related to internal communication. Those with higher levels of education, such as master's and postgraduate degree holders, are likely to have a more analytical approach to understanding complex communication strategies and organizational dynamics, while degree and diploma holders may offer practical insights based on their experiences.

The varied educational backgrounds also imply that the study's findings will reflect a broad spectrum of perspectives, which can enrich the understanding of how communication is perceived and implemented across different levels of educational attainment. For example, respondents with higher educational qualifications may have more in-depth knowledge of communication theories and best practices, while those with diplomas may bring a more practical, hands-on understanding of communication challenges.

Furthermore, this diversity in education levels highlights the importance of considering the educational backgrounds of employees when designing internal communication strategies. By ensuring that communication is clear, accessible, and tailored to various levels of understanding, ACSO can better engage its diverse workforce. This also means that the study's results will provide insights into how communication strategies can be adapted to effectively reach and engage individuals with different educational qualifications.

In conclusion, the educational background of the respondents is a significant factor in this study, as it influences how individuals perceive, understand, and interact with internal communication practices. The variety of qualifications ensures that the study captures a range of perspectives, making the findings more comprehensive and relevant for improving communication strategies within ACSO.

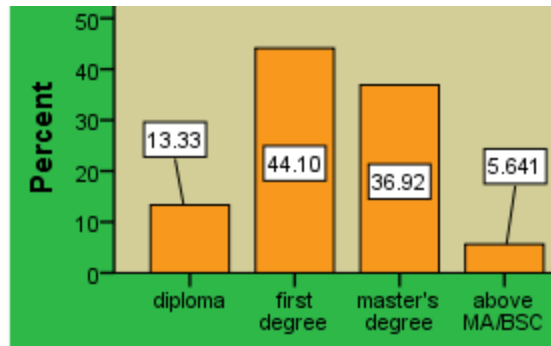


Figure 4.3: Educational background of the respondents

■ Experience of the Respondents in the field

The experience of the respondents in the field is another important factor in this study, as it provides insight into how long individuals have been exposed to and involved in the internal communication practices at ACSO. As shown in Figure 4.4, the largest group of respondents, accounting for 42.56%, reported having between 11 to 15 years of experience. This significant portion of experienced employees indicates that a large part of the workforce has considerable familiarity with the organization's communication practices and organizational dynamics.

The next two largest groups were respondents with 6 to 10 years of experience, making up 31.28% of the total, and those with 1 to 5 years of experience, accounting for 13.33%. These groups are likely to bring a balance of practical knowledge, having spent enough time within the organization to understand its communication methods, while also potentially offering fresh perspectives on areas for improvement. Furthermore, 12.82% of respondents reported having more than 15 years of experience, contributing an even deeper understanding of long-term organizational practices and the evolution of communication strategies over time.

The diversity in experience levels is significant for this study because it suggests that the respondents have varying levels of expertise in internal communication, which can provide a broader and more nuanced understanding of how communication practices are implemented and received within the organization. Employees with more experience may be better able to evaluate the effectiveness of communication strategies, identify challenges, and suggest improvements based on their long-term understanding of the work environment. On the other hand, those with fewer years of experience can offer valuable insights into how newer employees perceive

communication practices and how these might be optimized for greater engagement and satisfaction.

From the researcher's perspective, work experience plays a critical role in shaping an individual's understanding of the work environment and their expectations regarding communication practices. Employees with extensive experience are often better positioned to assess the effectiveness of current communication strategies and identify potential challenges, such as gaps in information flow or barriers to effective communication. Additionally, their experience allows them to suggest viable solutions or improvements based on their direct involvement in the organization's communication practices.

In conclusion, the range of work experience among the respondents is crucial to the study, as it provides a comprehensive view of how employees with different lengths of service perceive and engage with internal communication. The varying experience levels ensure that the study captures a wide range of perspectives, which can help ACSO enhance its communication practices by considering the diverse needs and expectations of employees with different levels of experience.

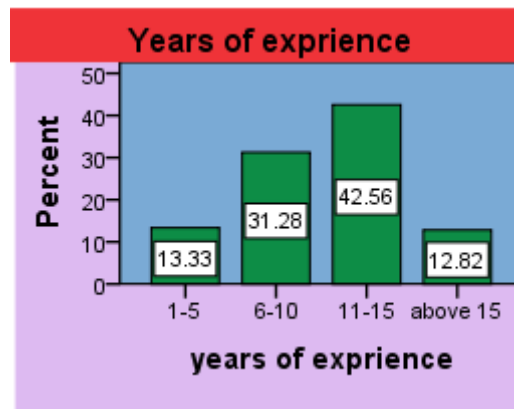


Figure 4.4: Experience of the respondents

4.5 Quantitative analysis of organizational communication practices, roles and challenges

4.5.1 Descriptive statistics

Descriptive statistics in this study are used to describe simple summaries about the data collected using questionnaire. This section used using percentage, frequency, mean, and standard deviation to present the response analysis of the respondents. Here the study presented the results of the discussed frequency analysis results, the mean and standard deviation of each variable are presented in line with the discussion.

Table 4.2 Likert scale range of values for analysis of mean score values:

No	Mean Range	Responses option
1	[1.00-1.49)	Strongly Disagree
2	[1.50-2.49)	Disagree
3	[2.50-3.49)	Neutral(Moderate)
4	[3.50-4.49)	Agree
5	[4.50-5.00)	Strongly Agree

Source: Aron et al. (2008, cited in Abebe, 2014)

4.5.1.1 Assessment of the practice of the internal communication

Table 4.3 Response to organizational communication in workplace

Does having organizational communication in your workplace help you work effectively?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	12	6.2	3.19	1.308
Disagree	66	33.8		
Neutral	39	20.0		
Agree	29	14.9		
Strongly Agree	49	25.1		
Total	195	100.0		

Source: Own Survey, 2024

From the above table we can see that most of the respondents 25.15% of the respondents strongly agreed that having organizational communication in their organization helped them to work

effectively while 6.2% strongly disagreed that it is not helping them. 33.8% of the respondents also disagreed implying that the organizational communication in their organization is not helping them do their job effectively while 14.9% still agreed that they are being helped due to the communication scheme in their organization. However, the mean value which considers the neutrally remained respondents showed a score of 3.19 with standard deviation value of 1.308. the mean value is within the range of moderate, [2.50-3.49). Based on the mean value and the almost equal number of disagreeing as agreeing answers, the researcher depicts that a moderate company communication strategy will aid in employees' ability to operate efficiently. The researcher also holds that communication plays an important part in an organization's ability to tell its workers about the work they do, how they do it, and how well they do it. Problems can be communicated across governmental, nonprofit, and corporate entities through the role of organizational communication. Organizational communication responsibilities have played a vital part in the work and continue to do so in this regard inside the institution.

Table 4.4 Response to organizational communication significance in workplace

Communication in your workplace plays a significant role in the success of your work?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	1	.5	3.2	1.242
Disagree	84	43.1		
Neutral	32	16.4		
Agree	31	15.9		
Strongly Agree	47	24.1		
Total	195	100.0		

Source: Own Survey, 2024

The response from table 4.4 also implies that 43.1% of the respondents disagreed that communication in their work place did not played significant role in their success of work while 15.9% agreed and 24.1% strongly agreed implying that communication plays significant role in their work success. The mean value 3.2 with standard deviation of 1.242 which is in the range of moderate, [2.50-3.49), implies that the communication practice in the workplace of ACSO is moderate. According to the researcher, there are numerous ways in which successful organizational communication can contribute to organizational success. Among them are

Enhances staff morale, satisfaction, and participation; lessens miscommunication and misunderstandings in the workplace; fosters departmental communication and collaboration; helps staff align with the organization's mission, vision, and core values; makes pertinent information easier to access; streamlines the flow of information within the organization; increases labor productivity by cutting down on time spent seeking out and delaying information on unrelated topics; and fosters trust and communication in the workplace. Although the organization is making a reasonable effort, it is not feasible to state that it is adopting good organizational communication in this regard.

Table 4.5 Response to communication strategies used in the ACSO

Communication strategies are being implemented in the Authority for Civil Society Organizations?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	16	8.2	3.09	1.308
Disagree	65	33.3		
Neutral	36	18.5		
Agree	42	21.5		
Strongly Agree	36	18.5		
Total	195	100.0		

Source: Own Survey, 2024

The response in the table 4.5 above also implied that 33.3% Communication strategies are not being implemented in the Authority for Civil Society Organizations whereas 21.5% agree and 18.5% strongly agree that communication strategies are being implemented. However, the mean value 3.09 with standard deviation of 1.308 which is in the range of moderate, [2.50-3.49), implies that the communication strategies in the Authority for Civil Society Organizations are moderate. The researcher conducted interviews with employees who informed her that accomplishing corporate objectives requires effective communication. Positive interpersonal interactions within the team can boost staff morale. Employees feel more confident in their roles when they believe they have been informed about the office's direction and goal. Thus, there are numerous ways in which good communication can support organizational success. It raises participation, morale, and happiness among staff members. Therefore, it's critical to raise the bar for communication strategy practice and implementation.

Table 4.6 Response to communication between employees and management

Do you believe that your organization employees communicate with the management of the institution contributes to the effectiveness of the work?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	12	6.2	3.16	1.325
Disagree	72	36.9		
Neutral	32	16.4		
Agree	30	15.4		
Strongly Agree	49	25.1		
Total	195	100.0		

Source: Own Survey, 2024

Table 4.6 which is a question about the contribution of the the organizational employees communication with the management of the institution for the effectiveness of the work, and the response 36.9% employees of there is a lack of communication between the management and employees whereas the response of the strongly agreeing 25.1% of the employees implied that there is a communication between the employee and management. Moreover, 15.4% of the respondents also implied that there is a communication between the employees and the management. As it can be seen from the table there is a balance between the percent of cumulatively disagreeing and cumulatively agreeing respondents. The mean value of 3.16 with a standard deviation value of 1.325 falls in the a range of moderate, [2.50-3.49), implying that the level of communication between the managements and employees is moderate. It is thought that effective communication conveys factual information in a form that the audience can comprehend and apply. A distinctive approach can be used to identify a company's communication strengths and weaknesses and then implement changes to the way information is processed inside the organization. The communication environment is directly impacted by the managerial attitude and style, which are derived from the organizational structure. According to Khatri (2009), there is typically a communication gulf between superiors and subordinates. The power distance is the source of this disparity. Consequently, personnel in high power distance firms exhibit signs of inertia, limited participation, and bad performance. These symptoms typically perpetuate cultural inadequacies and enhance an atmosphere of poor communication.

Table 4.7 Response to communication between low level and top level

There is good communication between the Authority for Civil Society Organizations top-level and low-level employees?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	22	11.3	2.95	1.39
Disagree	85	43.6		
Neutral	9	4.6		
Agree	38	19.5		
Strongly Agree	41	21.0		
Total	195	100.0		

Source: Own Survey, 2024

Respondents were also asked about the relation between the lower level and top level employees, and the response from table 4.7 above implied that 43.6% of the respondents disagreed that there is no good communication between the top and low level employees. However, 19.5% agreed and 21% strongly agreed that there is good communication between lower level and higher level employees. Moreover, the mean value of table 4.7, 2.95, which is within the range of [2.50-3.49), moderate implied that there is moderate relation between the top level and lower level employees. Leaders can use two-way communication in the workplace to leverage staff members toward the organization's objectives. However, the goal of any leadership message is to inspire staff members and highlight its significance to the company. They build vital frameworks that facilitate employee involvement by setting up avenues for employees to provide input to management. Top-level and lower-level staff members of Authority for Civil Society Organizations promote the usage of bilateral relations, although the outcome is moderate. Because top-level leaders in our nation devised and disseminated plans and strategies, our roles are carried out and adhered to. According to Thomas et al. (2009), communication is a key factor in building employee involvement and trust. The "embedded beliefs about the other party," which are formed through communication and information, are what they characterized as trust. The amount of information is the most crucial factor in upward communication, whereas in downward. Direct contact between a superior and a subordinate is a crucial component of managerial communication. To evaluate the quality of this communication, we need to look at how much the subordinate and the superior agree on work-

related matters and how receptive each is to the other's viewpoint. Issues arise when there are considerable conflicts but not when there are dramatic and persistent disparities in perception (Thomas et al., 2009).

4.5.1.2 Assessment of the role of the internal communication

Table 4.8 Response to importance of institutional communication

Do you believe that the importance of institutional communication in your work has been positive?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	3	1.5	4.16	1.132
Disagree	31	15.9		
Neutral				
Agree	58	29.7		
Strongly Agree	103	52.8		
Total	195	100.0		

Source: Own Survey, 2024

One of the role of communication is positive institutional communication. From the above table 4.8 it was implied that most of the respondents 52.8% of them strongly agreed that positive institutional communication is important for work areas or places and 29.7% of the respondents also agreed that institutional communication plays significant role and it is important for their work places. Internal communication permeates every part of the institution communication skills and personal management and the company's information and communication infrastructure in effectively enhancing the institution's effectiveness in communication (Holla, 2007). The mean value of 4.16 with standard deviation value of 1.132 which is within the range of agree, [3.50-4.49), implied the importance of institutional communication. The response shows that when employees are fully informed about the company they work for their communication role will increase making institutional internal communication crucial. A well-managed internal communication system equips the entire staff to respond to inquiries regarding the company which improves their work effectiveness (Kalla, 2006).

Table 4.9 Response to communication technique role

Do you think that the communication techniques in your office have helped you to be effective in your work?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	37	19.0	3.7	1.423
Disagree	4	2.1		
Neutral				
Agree	93	47.7		
Strongly Agree	61	31.3		
Total	195	100.0		

Source: Own Survey, 2024

The above table 4.9 regarding techniques of communication implied that 31.3% strongly agreed and 47.7% agreed that the communication techniques in their office have helped them to be effective in their work. The mean value of the analysis 3.7 which is within the range of agree, [3.50-4.49), implies that most of the respondents believe that the communication techniques in their office have helped them to be effective in their work. Meeting corporate goals is ensured by effective workplace communication. Organizations find that workplace communication is crucial since it boosts efficiency and productivity. Employees who don't communicate well with one another at work experience confusion, time wastage, and decreased output. Effective communication helps prevent misunderstandings that lead to conflict between individuals. Moreover, according to Herbst (2007), internal communication serves the primary function of information transfer and is an essential component of any business. Internal communication in a company involves more than just delivering information to employees through technical processes. In most firms, internal communications tend to flow vertically rather than lateral, and downhill rather than upward. Requests, assignments, and judgments are typically viewed as downward flows(Yamin, 2020). Reports and information are more frequently involved in upward flows. Unfavorable information travels more slowly upward than downward, according to research, and employees are more inclined to communicate unfavorable information to their manager if they believe they can trust them. They have a tendency to transmit more significant and positive information higher in these situations. In order to promote awareness of expectations, efficient

workforce, and organizational growth to boost employee work performance, effective communication styles are crucial (Kavitha and Ajitha, 2024).

Table 4.10 Response to importance of organizational communication for developing a work culture

Do you think organizational communication is important for developing a work culture in your workplace?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	2	1.0	4.64	0.647
Disagree	2	1.0		
Neutral				
Agree	57	29.2		
Strongly Agree	134	68.7		
Total	195	100.0		

Source: Own Survey, 2024

The Importance of organizational communication for developing work culture is inevitable and the above table 4.10 implies that most of the respondents 68.7% strongly agreed that organizational communication is important for developing a work culture in their workplace while 29.2% also agreed on the importance of organizational communication. Additionally, the mean value of the response, 4.64, which is within the range of agree, [3.50-4.49), with the a standard deviation value of 0.647 showed most of the respondents agree that organizational communication is important for developing a work culture in workplaces. The organizational structures, procedures, and internal and external communication are all influenced by specific work culture and the employee implied the impact of organizational communication in enhancing the work culture. Warren (1979), referenced by Mwale and Shaju (2022), states that personnel with greater knowledge of the organization are less likely to disseminate inaccurate or prejudiced information. People within a company are more likely to have poor organizational culture when they hold radically diverse beliefs about their identities and social interactions. When there is a wide variety of communication gaps, communicators may also come to have radically different perceptions of the organization's goals and practices. Consequently, it is imperative that people understand the workplace, communicative behaviors, and action-guiding information in a sufficiently similar way (Nordby, 2020). The employees' collective and individual behavior is influenced by the communication culture, which establishes what is considered right and wrong. The set of accepted standards,

beliefs, and worldviews that have grown up inside a company via interpersonal interactions is known as its organizational communication culture. Every organization has internal communication as a fundamental component. Organizational communication has a significant impact on and shapes work culture, just like it does on a lot of other organizational components. One of the numerous ways that organizational culture manifests itself is through dominant communication techniques within a specific organization (Dzenan, 2017).

Table 4.11 Response to importance of office communication

The role of office communication involved all employees?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	4	2.1	3.68	1.062
Disagree	40	20.5		
Neutral	7	3.6		
Agree	108	55.4		
Strongly Agree	36	18.5		
Total	195	100.0		

Source: Own Survey, 2024

Most of the employees as they indicated above in the table 4.11 it was implied by 55.4% agreeing respondents that office communication plays role by almost including all employees. The response of 18.5% strongly agreeing respondents also supports the idea that the role of office communication in including all of the employees to participate in the communication process is high. The mean value of 3.68 which is within the range of, [3.50-4.49), agree, also implies that employees believe there is effective workplace communication is essential to an organization's success. The researcher believes that office communication can take many forms, from email instructions to in-person meetings. However, in the majority of instances, employees are not engaged though they agree on the importance of the office communication involvement. Productivity at work, employee engagement, and corporate success can all be accelerated by effective communication. The foundation of an engaged workforce is communication. The staff is an organization's most important asset and ultimately decides whether it succeeds or fails. Employee engagement increases the likelihood that they will exhibit the devotion and hard work that are critical to any business's long-term success, regardless of size (Srivastava, 2024).

Increased productivity and staff engagement can be achieved through open communication. If workers can easily connect across an organization's contact chain, they will be happier and more creative (Dzenan, 2017). Using open communication at all times, regardless of the size of the business, boosts output and pleases staff members. Managers and team members need to communicate well in order to accomplish the desired team goals (Dzenan, 2017).

Table 4.12 Response to importance of organizational communication to inspire a work spirit

Was organizational communication useful to inspire a work spirit?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	19	9.7	3.90	0.764
Disagree	10	5.1		
Neutral				
Agree	137	70.3		
Strongly Agree	29	14.9		
Total	195	100.0		

Source: Own Survey, 2024

The respondents were also asked if organizational communication is useful to inspire work spirit. The response of 70.3% agreeing respondents implied that organizational communication is useful in elevating work spirit. Moreover 14.9% of the respondents also reflected that they strongly believe that organizational communication is useful in inspiring work spirit. The mean value of the response which is 3.9 and within the range of [3.50-4.49), implies that most of the respondents believe that organizational communication enhances work spirit. operational effectiveness and work spirit can be enhanced by sharing of ideas and information within the organization (Kibe, 2014). Moreover, the study of Kibe (2014) emphasized that firms should create efficient communication plans since improve performance and work spirit by facilitating the flow of information to and from the organization's internal environments. So this finding is aligned with the literature implying that organizational communication is important to inspire work spirit.

Table 4.13 Response to the use of communication channel by institution, the management, and the staff

Did the institution, the management, and the staff use the organizational communication channel?				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	15	7.7	3.45	1.301
Disagree	52	26.7		
Neutral	2	1.0		
Agree	83	42.6		
Strongly Agree	43	22.1		
Total	195	100.0		

Source: Own Survey, 2024

From the above table 4.13, 42.6% agreed and 22.1% strongly agreed that the institution, management and the staffs use organizational communication channel. However, the mean value of 3.45 which is within the range of moderate, [2.50-3.49), implies that communication channels are being in use moderately. There are also 26.7% of respondents who do not believe that the institution, the management, and the staff are not using the organizational communication channel while 7.75 strongly disagreed on the use of communication channel.

This has effect on the organization if the institution, the management, and the staff do not use the organizational communication channel as internal communication channels, sometimes referred to as communication tools, are utilized to convey and transmit information among employees within an organization. These tools can be classified as traditional and modern (Salim, 2022). So if the channels are not properly utilized they might cause improper communication in between staffs and managements as a whole. On the other hand, traditional means of communication include the telephone, the notice board, email, and meetings in any format, including workshops, conferences, and seminars (Salim, 2022; Mandu 2011).

However, Salim (2022) and Mandu (2011) noted that social media, email, intranets, wikis, internal social networks, chat programs, are examples of contemporary communication channels; however, in the study area (ACSO) Text communication via social medias and in-person interactions are the most popular forms of contact between employees (Interviewee II, 2024).. Since these internal organization channels are utilized to give various duties for organizational purposes related to the

role and function of the internal organization, they have a substantial impact on the performance of employees within the organization. Organizational communication channel may include written, oral, face-to-face, and other forms of communication are used by staff members at different levels to interact with employees from different departments. Written language can include text, graphs, images, and diagrams, among other things. Each of these channels of communication makes an analysis of how supervisors and subordinates use them to communicate different subjects.

4.5.1.3 Assessment of the challenges of the internal communication

Table 4.14 Response to employees productiveness and satisfaction

Employees are less productive and unsatisfied				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	3	1.5	3.92	1.331
Disagree	52	26.7		
Neutral	6	3.1		
Agree	30	15.4		
Strongly Agree	104	53.3		
Total	195	100.0		

Source: Own Survey, 2024

Most of the respondents implied that employees are less productive and unsatisfied (53.3% strongly agree and 15.4% agree) which challenges the effectiveness of internal organizational communication. The mean value of the responses also shows that most of the respondents response falls on the agree range, [3.50-4.49), implying the presence of satisfaction and productiveness problem.

Since effective internal communication improves job satisfaction, which is one of the factors that most affects employee work rate, it is crucial to create the conditions necessary for improving internal communication to meet the needs of the workplace and its employees. Ineffective internal communication within an organization can result in low performance, a gap in the knowledge of the services and service offered, poor customer experiences, and even fines and penalties for improper information flow regarding product pricing and modifications (Salim, 2022).

Table 4.15 Response to interpersonal relationships

There is less interpersonal relationships				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	14	7.2	3.51	3.76
Disagree	42	21.5		
Neutral				
Agree	108	55.4		
Strongly Agree	31	15.9		
Total	195	100.0		

Source: Own Survey, 2024

From table 4.15, most of the respondents, 55.4% agreeing and 15.9% strongly agreeing, implied that there is less interpersonal communication between staffs. The mean value of 3.51 which is within the range, [3.50-4.49), agree also depicts that there is less communication between the staffs. However, studies have shown that it overcoming challenges and enhancing internal communication is essential for the development of interpersonal relationships. Building connections and fostering trust need effective communication. Despite the unique characteristics of each interpersonal interaction, they all have some basic characteristics in common. According to Greenberg (2012), cultivating relationships within an organization requires a number of partnerships. These consist of trust and psychological agreements, which are essential for establishing partnerships. Psychological contracts (or any other type of partnership, for that matter) comprise an individual's views and expectations regarding the duties that are shared in a work relationship.

Table 4.16 Response to timely information

The information is not timely and there is lack of effective communication platform				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	55	28.2	3.76	1.199
Disagree				
Neutral				
Agree	77	39.5		
Strongly Agree	63	32.3		
Total	195	100.0		

Source: Own Survey, 2024

The researcher considering timely information and lack of effective communication platforms as a challenge asked the respondents to respond. Their response of 39.5% agree and 32.3% strongly agree shows that the information is not timely and there is lack of effective communication platform. This was more supported by the mean value of 3.76 which is within the range of agree, [3.50-4.49). Studies by Sreeja (2021) and Victor (2011) time constraints hinder the sender's ability to thoughtfully consider and appropriately structure the message, and they also restrict the recipient's capacity to understand and interpret the message. The concept of internal communication suggests that the dissemination of information pushes employees to carry out those tasks, while encouraging them to remain committed to the organization's goals (Sreeja, 2021). A harmonious working relationship between the employer and employee will undoubtedly be the product of effective internal communication, as it gives everyone the opportunity to get to know one another, learn about the organization's goals for efficient operation, work, actively participate in all organizational activities, become more motivated, etc (Sreeja, 2021). Effective communication is the exchange of ideas, directives, or instructions into spoken or written words, or actions along the communicator's path in a way that ensures the recipient understands the same message and responds as intended (Victor, 2011).

Table 4.17 Response to discussion and communication based on result

Discussion and communication based on result is not enhanced				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	10	5.1	3.41	0.95
Disagree	34	17.4		
Neutral	17	8.7		
Agree	134	68.7		
Strongly Agree				
Total	195	100.0		

Source: Own Survey, 2024

Table 4.17 also shows that one of the challenge of the internal organizational communication is less enhancement of discussion and communication based on result (agree 68.7% and mean value 3.41). Organizations struggle with developing a communication strategy since they lack a tangible communication platform. As a result, development messages and a way to portray communication that are fundamentally intangible in a tangible form are crucial components of communication in any area (Ennew et al., 2000 cited in Academie Royale Des Sciences, 2015).

Table 4.18 Response to clear and complete message

Lack of clear and complete message				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	16	8.2	3.66	1.319
Disagree	38	19.5		
Neutral	3	1.5		
Agree	77	39.5		
Strongly Agree	61	31.3		
Total	195	100.0		

Source: Own Survey, 2024

Table 4.18 showed that 31.3% respondents strongly agreed and 39.5% agreed that there is lack of clear and complete message in the organization which is one of the challenges. When communications are made repeatedly and simultaneously, the message is misinterpreted. The message is heard, but the recipient does not comprehend it. The recipient is not truly "listening" since they are not giving the message enough attention. The process of listening incorporates mental, emotional, and physical inputs in the search for comprehension and meaning. Only when the recipient interprets the sender's messages as intended can listening be considered effective. Consequently, the recipient is unable to understand the message if they do not participate in active listening. poor communication skills, receiver insensitivity, lack of subject-matter knowledge, emotional interference, information overload, contradicting messages, physical distractions, lengthy communication chains, channel barriers, poor feedback, and lack of feedback (Heideet al., 2002).

Table 4.19 Response to appropriate channels to handle communications

Lack of appropriate channels to handle communications				
Scales	Frequency	Percent	Mean	Standard deviation
Strongly Disagree	12	6.2	3.09	1.255
Disagree	82	42.1		
Neutral	5	2.6		
Agree	69	35.4		
Strongly Agree	27	13.8		
Total	195	100.0		

Source: Own Survey, 2024

From the above table 4.19 we can see that the response of 35.4% agreed and 13.8 strongly agreed respondents implied that there is significant lack of appropriate channels to handle communications. The mean value of 3.09 with the standard deviation value of 1.255 falls within the range moderate, [2.50-3.49). This is because there are significant number of cumulatively disagreeing (48.3%) respondents who are as many as the agreeing respondents (49.2% cumulative) that believes there is appropriate channels to handle communication. This leads to the conclusion that the use of appropriate channels to handle communications is at moderate level. Communication obstacles have the ability to cause misunderstandings and confusion and can arise at any point during the communication process (which includes the sender, message, channel, receiver, feedback, and context), according to Flower and Manktelow (2005). In order to become a more proficient communicator and avoid misunderstandings and confusion, your objective should be to reduce the occurrence of these obstacles at every phase of the procedure through precise, accurate, succinct, and well-organized communication.

4.6 Interview analysis of organizational communication practices, roles and challenges

Within an institution, there are numerous ways that information can be shared. It can communicate verbally and nonverbally, for instance, by email, text, and visual means. Employees of the Authority for Civil Service Organizations communicated orally, nonverbally, and vocally while at work. The use of language to transmit information through speech or sign language is known as verbal communication. The organization routinely utilize oral communication in our workplace since it is default method in communicating before the adoption/use of social media. The ability to write, type, or print symbols such as letters and numbers to express information is another form of text communication. Writing is a frequent way for people to convey information. Examples of this include books, pamphlets, blogs, letters, and notes.

The respondent I (Interviewed on August 12, 2024; Male, age 35-45, BA) on role of the organizational communication:

An organization's ability to communicate effectively helps to foster employee motivation by providing information about the job that is done, how it is done, and how well it is performing. Problems can be communicated across governmental, nonprofit, and corporate entities through

the role of organizational communication. Organizational communication responsibilities have played a vital part in our work and continue to do so in our institution.

Another respondent II (Interviewed on August 12, 2024; Male, age 25-35, BA) generally respond on the role of the organizational communication as:

Face-to-face interactions, two-way conversations, social media exchanges, one-way audio and video transmissions, billboards, letters, periodical, mobile channels, electronic communications, and text messaging are a few examples of communication channels that exist in our organization, ACSO. However, text communication via social medias and in-person interactions are the most popular forms of contact between employees. Moreover, oral, nonverbal, and verbal communication are the three main forms of communication that ACSO members use when interacting with one another. Consequently, the researcher draws the conclusion that there is inconsistent/varying employee perception of organizational communication efficiency in ACSO.”

The inconsistent or varying communication results in tension in the office which naturally results from poor communication in the workplace which lowers productivity, results in more absenteeism, and even greater turnover rates (Nordby, 2020).

Regarding the perception of the organizational communication pattern respondent IV **(Interviewed on August 12, 2024; Female, age 36-45, MA)** implied that:

Various organizational units and staff kinds may be present when working in an office. These patterns of communication are known as flows, and they fall into one of five categories: external, downward, upward, horizontal, or diagonal. Our institution's communication pattern is commonly "from top to lower." Employees' messages reflect the attitude, ethics, and satisfaction of the officers in the organization. It also assists in carrying out tasks related to organizational relations roles and responsibilities, such as fostering creativity between the employee and the organization and assisting in the full implementation of policies, procedures, or regulations that support daily and ongoing work. Additionally, it aids in organizing, scheduling, and managing the organization's operations. Relationship-building and communication with interested parties and internal organization members are common focuses of organizational relations.

Information flow in many businesses is structured hierarchically, with functions such as monitoring and managing being assigned to different levels (Friebel and Raith, 2004). Classical

management theories, which prioritized hierarchical hierarchy, served as the foundation for theories of organizational communication in particular. It was information flowing down from higher levels to lower ones. Top-down communication serves only as an instrument for upholding the hierarchy. It is evident that organizational communication influences people's attitudes, values, and behaviors within the organization in addition to the performance and effectiveness of the organization (Simsek, 2011).

Respondent V (**Interviewed on August 12, 2024; Female, age 25-35, BA**) responded regarding the role of organizational communication:

There are numerous ways in which successful organizational communication can contribute to the success of an organization. Among them are communication facilitates access to pertinent information; streamlines the flow of information within the organization; improves labor productivity by reducing time spent searching for and delaying information on unrelated topics; builds trust in the workplace and encourages communication. Increases employee morale, satisfaction, and participation; helps reduce misunderstandings and misinformation in the workplace; improves departmental communication and collaboration among staff; helps staff align with the mission, vision, and core values of the organization. The organization's employees are making an effort, but it is not feasible to state that the employees are presently executing excellent organizational communication in this regard because there are areas that need improvement such as communication between employees and the amangement (refer to discussion under table 4.6). Apart from the aforementioned clarification, several staff members informed that accomplishing organizational objectives requires excellent communication. Positive interpersonal interactions within the team can boost staff morale. Employees feel more confident in their roles when they believe they have been informed about the office's direction and goal. Furthermore, there are other ways in which good communication can support organizational success. It raises participation, morale, and happiness among staff members. A staff member who wished to remain anonymous stated, "but our institution does not do this, and I do not dare to say that organizational communication is effective because the leaders are less effective with respect to facilitating organizational communication.

Respondent V further indicated regarding organizational encouragements in two-way communication between the top-level and lower-level employees implied that;

Accurate knowledge is communicated in a way that the recipient can comprehend and apply through strong communication. An innovative technique for determining an organization's communication strengths and shortcomings can be used to implement changes to the way information is processed inside the company. Any job-related information from upper management to lower-level employee contact is viewed as a weakness in our organization. It would be more beneficial in either way. Therefore, neither executives nor employees in our organization use the aforementioned concept. Which implies that the organization has problems in facilitating the two way communication.

Respondent VI (Interviewed on August 13, 2024; Male, age 36-45, BA) response regarding the two way communication in the ACSO and the challenges;

In the workplace, leaders can use individuals to accomplish the objectives of the organization through two-way communication. However, the goal of any leadership message is to inspire staff members and highlight its significance to the company. They build vital frameworks that facilitate employee involvement by setting up avenues for employees to provide input to management. Although the utilization of bilateral relations is encouraged by both upper and lower level employees in our business, the outcome is the opposite. Because top-level leaders in our organization devise and disperse plans and strategies so that the lower level employees will carry out accordingly and complete the tasks adhering to the principles indicated by the top managers.”
"A resource that the organization can employ successfully to attain its goals is organizational communication strength whereas the challenges or constraints, errors, or deficiency prevent the organization from achieving its objectives.

Respondent VII (Interviewed on August 13, 2024; Male, age 36-45, MA) regarding the two way communication implied that;

As a manager, you must create and filter a lot of information that you must provide to your staff, therefore communicating is a critical component of your job. It is essential to communicate. The respondent also suggested that managers need to engage directly with staff members in order to inspire, encourage, and urge people to give their all in order to accomplish both group and

individual objectives. The degree to which an employee finds their work meaningful is positively impacted by communication among supervisors, upper management, and the employee. Additionally, an honest and open line of communication between the supervisor and employee gives the worker's regular tasks greater purpose. There are also challenges and employees do not receive information from upper management in a timely manner. Or they might not have paid attention, or they might have forgotten, as it was implied in table 4.16, the information is not timely and there is lack of effective communication platform. Regarding this, time constraints limit the receiver's ability to comprehend and interpret the message as well as the sender's ability to carefully evaluate and shape the message (Sreeja (2021) and Victor (2011)).

CHAPTER FIVE

5 SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter provides summary and analysis of the research findings based on the study's objectives. Moreover, there are recommendation based on the main findings of the study and conclusions made.

5.1 Summary

The study used descriptive statistics to analyze the questionnaire and also included interview to further strngthen the the practices, challenges and roles of ortganizational communication in the ACSO. Communication is crucial for organizations to communicate their work, methods, and performance across governmental, nonprofit, and corporate entities. Organizational communication responsibilities are vital for effective work within institutions.

The analysis showed that most of the respondents disagreed when asked if the organizational communication in their workplace is helping them work effectively, indicating a lack of effectiveness and the mean value of 3.19 suggests a moderate communication practices. 43.1% of the respondents disagreed that communication in their work place did not played significant role in their success of work and the mean value of 3.2 indicates a moderate organizational communication practices.

The study also showed that 43.1% of respondents disagree that communication in the workplace doesn't significantly impact work success, while 15.9% agree and 24.1% strongly agree, indicating moderate communication practice in ACSO's workplace. The Authority for Civil Society Organizations has moderate communication strategies, with 33.3% implying that it not being implemented, while 21.5% and 18.5% strongly agree. The study found that 43.1% of employees believe there is a lack of communication between management and employees, while 40.5% believe there is communication but the mean value of 3.16 indicates moderate communication. The study also implied that 43.6% of respondents disagreed with the lack of good communication between top and low-level employees, while 40.5% agreed. However, the moderate mean value of 2.95 indicated a moderate relationship between the two levels.

Regarding the role of communication the study found that 52.8% of respondents strongly agree that positive institutional communication is important for work areas, while 29.7% also consider it significant, indicating that internal communication permeates every part of an institution. The analysis also showed that 31.3% and 47.7% of respondents agreed that office communication techniques have improved their work effectiveness, with a mean value of 3.7. The majority of respondents (97.9%) agreed that organizational communication is crucial for fostering a positive work culture. Moreover, the majority of employees (73.9%) agree that office communication plays a crucial role in involving all employees in the communication process and 70.3% believe that organizational communication is effective in boosting work satisfaction.

Challenges of the organizational communication were also assessed in this study and the finding implies that the employees under productiveness and lesser satisfaction, highlighting the need for improved internal organizational communication and satisfaction which strengthens the problem of satisfaction and productiveness. The researcher found that 39.5% of respondents agreed that timely information and effective communication platforms are challenges implying that time constraints hinder the sender's ability to structure messages and the recipient's ability to understand and interpret them. Internal organizational communication faces challenges in enhancing discussion and communication, with a lack of tangible communication platforms, according to 68.7% responses. The majority of respondents agree that the organization lacks a clear and complete message, leading to misinterpretation when communications are repeated simultaneously. The response also showed that majority of respondents believe there is a significant lack of appropriate communication channels.

5.2 Conclusion

Based on the above findings and summaries of the results the study concludes as follows. The study aimed at assess the practices of the internal communication, describe the role of the internal communication, examine the challenges of the internal communication and assess the channels and patterns of communication in the ACSO

Regarding the practice of the organizational communication the analysis showed that the organizational communication in the workplace is not significantly helping the employees work effectively implying that communication in the work place did not played significant role in their success of work. The study more depicted that communication in the workplace is not significantly impacting work success indicating moderate communication practice in ACSO's workplace. The Authority for Civil Society Organizations has moderate communication strategies, and employees believe that there is moderate communication between the upper and lower level employees and the relationship is a moderate relationship between the two levels.

Regarding the role of communication the study found that positive institutional communication is important for work areas, as internal communication permeates and facilitates every one's role in the institution. Some of the respondents believe that office communication techniques have improved their work effectiveness as it plays a crucial role in involving all employees in the communication process and organizational communication is crucial for fostering a positive work culture. Finally, it was implied that that organizational communication is effective in boosting work satisfaction.

Challenges of the organizational communication were also assessed in this study and the finding implies that the employees are less productive and less satisfied, timely information and effective communication platforms constraints, enhancing discussion and communication, lack of tangible communication platforms, lack of a clear and complete message, which are leading employees to misinterpretation when communications are repeated simultaneously are some of the challenges.

Finally, the study's findings indicates that the communication pattern in the organization are from top to lower and text communication via text on social medias and in-person interactions are the most popular forms of contact between employees.

5.3 Recommendations

Based on the research findings and the conclusions drawn from this study, the following recommendations are proposed to improve organizational communication at the Authority for Civil Society Organizations (ACSO). These recommendations aim to address identified communication challenges and foster a more efficient, transparent, and inclusive communication culture within the organization:

1. **Adopt and Encourage Effective Communication Techniques:** One of the key findings from this study is the variability in communication effectiveness across different levels of the organization. To address this, it is recommended that both employees and management actively implement structured and standardized communication techniques. Training sessions could be organized to equip employees with the necessary skills in both verbal and written communication. Furthermore, leadership should model clear and concise communication practices, setting an example for the rest of the organization. This could include the use of regular updates, newsletters, and structured meetings to ensure that information is consistently communicated across all levels.
2. **Utilize Organizational Channels for Communication:** While informal communication channels such as face-to-face conversations and social media have been widely used in the organization, the research suggests that relying on these alone can lead to inconsistencies and information gaps. To address this, it is crucial to prioritize formal organizational communication channels, such as emails, intranet platforms, and official meetings. These channels should be consistently used for disseminating important information to maintain professionalism, accuracy, and consistency. Clear guidelines on when and how to use each channel should be developed, ensuring that all employees understand the expected modes of communication for different purposes. This will help reduce misunderstandings and ensure that information is accessible to all employees in a structured manner.
3. **Assess Communication Strengths and Weaknesses:** In order to continuously improve organizational communication, it is important that both employees and management periodically assess the strengths and weaknesses of existing communication practices. This can be achieved through regular surveys, feedback sessions, and communication audits. By identifying areas of improvement and leveraging existing strengths, the organization can

foster a culture of continuous improvement. Additionally, a dedicated team or task force could be set up to monitor communication processes and recommend adjustments based on regular assessments. Addressing identified weaknesses, such as delays in information flow or lack of clarity, will contribute to more efficient and effective communication across the organization.

4. **Promote Two-Way Communication:** A significant challenge identified in this study is the lack of effective two-way communication, particularly between top-level management and lower-level employees. To enhance organizational communication, management should focus on creating open channels for feedback and active dialogue between employees and leadership. This could involve regular town hall meetings, one-on-one discussions, and anonymous feedback mechanisms where employees feel safe sharing their opinions. Additionally, managers should be trained to actively listen to employee concerns, respond transparently, and act on feedback when appropriate. By fostering a culture of inclusivity, transparency, and mutual respect, ACSO can encourage greater employee engagement, enhance job satisfaction, and improve overall organizational performance.
5. **Enhance Cross-Departmental Communication:** Another important area for improvement identified in this study is the need for more effective communication across different departments within ACSO. Departments often operate in silos, which can result in miscommunication, delays, and inefficiencies. To address this, ACSO should encourage interdepartmental communication through joint projects, collaborative meetings, and shared communication platforms. By fostering a more integrated approach to communication, the organization can ensure that information flows more smoothly across different levels and functions, leading to greater alignment of goals, better decision-making, and improved organizational effectiveness.
6. **Provide Communication Training and Development:** Given the diverse educational backgrounds and varying levels of experience among employees, it is essential to invest in training programs that focus on enhancing communication skills. These programs should cover areas such as active listening, written communication, conflict resolution, and cross-cultural communication. Tailored workshops can help employees at different levels improve their ability to communicate clearly, reducing misunderstandings and enhancing collaboration. Moreover, such training will help employees feel more confident in

expressing their ideas and concerns, thereby strengthening the overall communication culture within the organization.

7. **Strengthen Internal Communication Platforms:** The study highlighted the lack of effective communication platforms that could facilitate consistent and timely information sharing. To address this, ACSO should invest in upgrading or introducing internal communication platforms that are easily accessible and user-friendly for all employees. These platforms could include intranets, discussion boards, or digital noticeboards, where important updates, announcements, and resources can be shared in real-time. The organization should ensure that these platforms are regularly updated and that employees are trained on how to use them effectively to stay informed and engaged.
8. **Foster a Culture of Openness and Transparency:** Lastly, it is recommended that ACSO works towards building a culture of openness and transparency in all communication practices. Leaders should be encouraged to openly share information regarding organizational goals, challenges, and decision-making processes with employees. When employees understand the reasons behind certain decisions or changes, they are more likely to feel involved and motivated. Transparency should be promoted at all levels, not just in top-down communication, but also in peer-to-peer and bottom-up communication.

By implementing these recommendations, ACSO can improve its organizational communication practices, which will lead to enhanced employee engagement, greater efficiency, and a more positive organizational culture.

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APPENDIXES I: QUESTIONNAIRE

UNIVERSITY SCHOOL OF JOURNALISM AND COMMUNICATION

DEPARTMENT OF PUBLIC RELATION AND STRATEGIC COMMUNICATION

Dear Respondents,

This study is entitled to assessing the role of organizational communication in enhancing work effectiveness on employees in the case of Authority for civil society organizations. It is conducted by Hanna Haile in partial fulfillment of the requirements for the MA Degree in Public Relations and Strategic Communication at Addis Ababa University. Its main objective is to assess the role of organizational communication in enhancing work effectiveness on employees. The purpose of this questionnaire is to obtain your perceptions and views regarding various aspects of the role of organizational communication. The information provided is purely for academic purposes and strictly confidential. To accomplish this study, you are kindly requested to answer every question; your kind cooperation is highly appreciated. I kindly ask you to give your genuine responses and your responses will be kept confidential. Thank you for your cooperation!

Note that:

- Do not write your Name.
- You are kindly request to offer the real and accurate information.
- You can also add, Amharic Language.
- Please, Use thick mark “√” in the box, or circle the letter and write your comment on the space provided.

Thank you in Advance

4	Do you believe that your organization employees communicate with the management of the institution contributes to the effectiveness of the work?					
5	There is good communication between the Authority for Civil Society Organizations top-level and low-level employees?					

Questions related the role of communication

No	Questions related to role of communication	1	2	3	4	5
6	Do you believe that the importance of institutional communication in your work has been positive?					
7	Do you think that the communication techniques in your office have helped you to be effective in your work?					
8	Do you think organizational communication is important for developing a work culture in your workplace?					
9	The role of office communication involved all employees?					
10	Was organizational communication useful to inspire a work spirit?					
11	Did the institution, the management, and the staff use the organizational communication channel?					

Questions related to challenges in communication direction

No	Questions related to role of communication	1	2	3	4	5
12	Employees are less productive and unsatisfied					
13	There is less interpersonal relationships					
14	The information is not timely and there is lack of effective communication platform					
15	Discussion and communication based on result is not enhanced					
16	Lack of clear and complete message					
17	Lack of appropriate channels to handle communications					

18. What are the communication mediums used in your organization? List some of the mediums _____

19. What are the communication strengths and weaknesses of your organization?

20. Describe the role of the organizational flow of information on employee work effectiveness in your organization?

APPENDIXES II: INTERVIEW QUESTIONS

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DEPARTMENT OF PUBLIC RELATION AND STRATEGIC COMMUNICATION

INTERVIEW QUESTIONS FOR SELECTED EMPLOYEES AT THE ACSO

- i. What are the organizational communication roles of your organization?
- ii. How do you perceive organizational communication patterns (directions) in your organization?
- iii. Do you think that your organization encourages organizational communication? How?
- iv. Do you think that your organization encourages two-way communication between the top-level and lower-level employees? How
- v. Do you think that the current organizational communication is effective in your organization? How? What are the challenges?