



**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**INVESTIGATION OF THE CHALLENGES OF INTER-ORGANIZATIONAL
COMMUNICATION BETWEEN ADDIS ABABA CITY ROADS AUTHORITY AND WATER
AND SEWERAGE AUTHORITY**

MA THESIS

BY

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JULY, 2021

ADDIS ABABA, ETHIOPIA

**INVESTIGATION OF THE CHALLENGES OF INTER-ORGANIZATIONAL
COMMUNICATION BETWEEN ADDIS ABABA CITY ROADS AUTHORITY AND WATER
AND SEWERAGE AUTHORITY**

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER OF ARTS IN PUBLIC
RELATIONS AND STRATEGIC COMMUNICATION**

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DECLARATION

I declare that the thesis entitled “**investigation of the challenges of inter-organizational communication between Addis Ababa city roads authority and water and sanitation authority**” is my original work and has not been presented for any degree in this university or any other university or colleges, as well as all sources of material, used for the thesis have been duly acknowledged.

Name

Addis Ababa University, Addis Ababa

Signature

July, 2021

ADVISOR’S THESIS SUBMISSION APPROVAL SHEET

This is to certify that the thesis entitled “**investigating the challenges of inter-organizational communication between Addis Ababa city roads authority and water and sewerage authority**” submitted in partial fulfillment of the requirements for the degree of Master’s with specialization in **Public Relations**, the Graduate Program of the Department of **Journalism and Strategic Communication** has been carried out by **Tsehayetsidik Mebratu**, under my supervision.

Therefore, I recommend that the student has fulfilled the requirements and hence hereby can submit the thesis to the department for defense.

Name of Principal advisor ----- Signature ----- Date -----

July, 2021

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Tsehayetsidik Mebratu

ABBREVIATIONS AND ACRONYM

AARA	Addis Ababa Road Authority
AAWSA	Addis Ababa Water and Sewerage Authority
SDG	Sustainable Development Goals
UN	United Nations
IOC	Inter-organizational communication
OC	Organizational communication
IOR	Inter-organizational relationship

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ABSTRACT

The increase in the complexity of societal problems that even a large actor cannot solve alone has caused pressure on many sectors, organizations and entities making the need for collaboration to be more urgent. This is because collaboration enables merging financial and human resources, and expertise needed to tackle complex problems. However, the increased failure of inter-organizational communication requests greater consideration and investigation of the challenges in inter-organizational communication. The purpose of this study is to investigate the challenges in inter-organizational communication at management and employee level in the two selective governmental organizations. To fulfill this purpose, inter-organizational communication towards Addis Ababa City Roads and Water and Sewerage Authority was used as a case study. The empirical data also showed that there are challenges in both the management and employee level in inter organizational communication. Some of these challenges are similar for both levels in the two selective governmental organizations while others are different.

Further, the study also found that political influence is a major challenge in inter-organizational communication. The study makes a contribution to the adaptation of the Thomson and Perry (2006), model of inter-organizational communication process. The adapted model in the study serves to enlighten communicators that challenges in inter-organizational communication are inter-linked.

Keywords: Inter-organizational collaboration, collaboration process, Management level, employee level.

CHAPTER ONE: INTRODUCTION

1 Background of the study

Inter-organizational communication is increasingly playing an important role in development driven by the need to jointly mobilize and connect assets and resources to achieve self-sufficiency and sustainable development (Torres-Rahman, Baxter & Rivera, 2015). As the complexity of social and societal problems increases, that even a large actor cannot solve individually, the need for integration becomes more urgent. Building partnership models which are long lasting, scalable and transformative, and which create shared value is therefore key (Torres-Rahman, Baxter & Rivera, 2015). The rapid transformation heralded by the fourth industrial revolution affects economic, social, environmental, cultural and political life more spready and thus, demanding new ways of working together (Mangoyana, 2014). Already, traditional boundaries between the sectors have become blurred, with a less direct role for governments and wider governance role for business and civil society (Mangoyana, 2014). Inter-organizational communication is hence growing in significance due to continued social, economic and environmental problems coupled with a quest for competitive advantage and the urgent need to solve social and environmental challenges in the world today (Moulaert, 2013). Inter-organizational communication presents significant opportunities for long-lasting, meaningful solutions through working with other organizations, sectors, and partners for more knowledge of problems, resources or support in the implementation of solutions (Greer, 2017).

Inter-organizational communication is increasingly playing main role in development driven by the interest to jointly mobilize and join assets and resources to achieve self-sufficiency and sustainable development (Torres-Rahman, Baxter & Rivera, 2015).

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boundaries between the sectors have become blurred, with a less direct role for governments and broader governance role for business and civil society (Mangoyana, 2014).

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Inter-organizational communication stated significant opportunities for long-lasting, meaningful solutions through working with other organizations, sectors, and partners for additional knowledge of problems, resources or support in the implementation of solutions (Greer, 2017).

A decisive progress of achieving sustainable city development is dependent on a bilateral network that aims to solve the city problems and conducts the collective actions needed for sustainable growth (Greer, 2017). According to (Gray, 1989) inter-organizational communication is a process through which various parties and stakeholders see a problem differently, can search their differences and find ways to minimize the problems that can go above what they can think of as possible.

But since inter-organizational communication for sustainable development is about collective actions that aim to achieve a shared goal, a member also has to join in collective behavior such as working on a shared goal, giving time on oral communication, and working on difficult situations. In order to achieve sustainable development in Addis Ababa City, different organizations and stakeholders should therefore decide to integrate towards open Addis Ababa city development 2030 strategy which is the communication context used as a case for this study.

1.2 Statement of the problem

Challenges in inter-organizational communication is a topic that scholars have studied worldwide because inter-organizational communication usually do not function as wanted as they encounter challenges which affect the attainment of needed results (Thomson & Perry, 2006). Scholars have searched the challenges in the communication process in general, but this study investigated challenges in the inter-organizational communication process in both management and employee level towards implementation of the Addis Ababa city development

strategy. (Mattessich, 2001) believes that inter-organizational communications can be fruitful if both the leaders and participants participate in the communications process. As a result, studying challenges in inter-organizational communication at both management and employee level is mandatory.

Therefore, my research is an attempt to understand the issue inter-organizational communication of Addis Ababa Road authority and Water and Sewerage authority to find out the challenges and ways of improving their communication.

Many studies addressed problems of organizational communication within Addis Ababa Road authority and Water and Sewerage authority from different perspectives, but none of them investigated the challenge of inter-organizational communication.

Therefore, the parts of inter-organizational communication activities, the factors that affect inter-organizational communication and the mechanisms of addressing bilateral concerns have not been studied, thus requiring additional studies to be conducted.

As a result, it is this specific gap that this intended to make an investigation of and fill the gap in knowledge with regard to inter-organizational communication within Addis Ababa road and water and Sewerage authorities.

1.3 Objectives of the study

1.3.1 General objective

The general objective of the study is an investigation of inter-organizational communication between Road Authority and Water and Sewerage Authority/RAWSA/ in Addis Ababa City Administrations.

1.3.2 Specific objectives

The specific objectives of the study are:

- To investigate the challenges of inter-organizational communication
- To examine the channels of inter-organizational communication
- To explain the levels of management involved in inter-organizational communication
- To assess the perceived levels of success in inter-organizational communication

1.4 Basic Research Questions

Based on the above objectives, and with a focus on the (Thomson and Perry, 2006) a model of inter-organizational communication, this study sought answers to the following questions:

- I. What are the challenges faced in the inter-organizational communication process at management and employee level?
- II. What are the channels used in inter-organizational communication?
- III. What are the levels of management involved in inter-organizational communication?
- IV. What is the perceived level of success in inter-organizational communication?

1.5 Significance of the study

This thesis will have a paramount importance to the area in a number of ways beyond its academic significance. First, it will help for any organizations to appropriately design development projects which are related to inter-organizational communication, inter-organizational relationship, inter-organizational cooperation and sustainable development by reducing lack of organizational communication between the organizations. It also will help in the development of planning and working processes collaboratively.

Second, the study will be necessary for those cross-sector stakeholder organizations to improve/ their performance in inter-organizational communication, by working collaboratively with each other. Because, effective development path can't be achieved by focusing only on one organization and one organization's objective. Rather, clearly stated objectives and actions are take place between organizations. Therefore, these help the organizations to take suitable actions in their own deficiency and exploit properly their strength to achieve their intended objective.

Third, the result of this study will help to another researchers, policy makers, administrators, experts, government and NGOs by giving insightful empirical, social, political and scientific evidences on inter-organizational communication, towards Addis Ababa City Administration road Authority and Water and Sanitation Authority, by recommending and proofing out the way how to minimize the existing problems in the two organizations and by designing effective

inter-organizational communication strategies to support the management of lack of inter-organizational communication in the organizations.

Finally, the finding of this research will be used as a bench mark and reference material for some areas that need further research. It also inspires other researchers to enhance another investigation on inter-organizational communication to reduce lack of inter-organizational communication factors and to adapt new methodologies which is used to measure it.

1.6 Limitations of the study

Although this study was carefully designed, the researcher faced a number of limitations from the starting to the end of the thesis. Some of these limitations were: lack of same works done. I.e. information, inefficient unwillingness to cooperate for interview, provision inaccurate information, few may be reluctant to provide interview without payment and lack of proper documentation of all sample organizations. In addition, the study was only conducted on a small size of participants. Therefore, to generalize the study for larger groups, the study should have involved more interviews at different levels.

1.7 Organization of the study

This thesis is divided into five chapters. Chapter one introduces the background of the study including objectives, statement of the problem, aim of the study, scope and limitations of the study. Chapter two contains the literature review and the inter-organizational theories. Chapter three presents the methodology which includes the research design; sampling technique, sample size and data collection instruments. Chapter four also contains analyses the data collected from interview. Finally, chapter five summarizes the research findings and makes recommendations for future research.

1.8 Definition of Key terms

This study is the combination of four key terms. These are inter-organizational communication, organizational communication, inter-organizational relationship. Therefore, the definitions of these key terms are provided below.

Inter-organizational communication (IOC): As (Michael, 2017) identified that inter-organizational communication is an umbrella term for the study of a variety of entities and organizing acts. These entities include alliances, collaborations, networks, coalitions, consortiums, partnerships, joint ventures, and relationships.

Inter-organizational communication (IOC): is defined as the structures, forms, and processes created by the exchange of messages and the co-creation of meaning among organizations and their stakeholders. Each part of this definition encapsulates important dimensions of scholarly research on the topic.

Organizational communication (OC): As (Huma H., 2018) stated that, organizational communication includes other forms of communication in organizations that flow among and between organizational units and groups. Each involves oral or written communication. Some forms of communication in an organization follow vertical and horizontal linkages.

Inter-organizational relationship (IOR): According to (Kim, 2005) being involved in inter-organizational relationships is being involved with the outside or the environment and such involvement doesn't come without a price.

An organization must invest scarce resources to increase and maintain inter-organizational communication, it loses some of its freedom to participate independently and it's usually not at all clear what the returns on these investments are. In these cause organizations only engage in inter-organizational transactions when all parties involved in the exchanges that follow expect to gain value from them.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This part deals with reviewing of various issues that are related to the basics of communication, institutional communication and inter-institutional communication. In addition, the underlying theoretical frame works of this study are discussed.

Theories and past studies related to inter-institutional communications at different levels exist. The current chapter seeks to review some of the key theories and literatures so as to set the theoretical framework and conceptual insights to the study. The chapter has three aims. First, the chapter seeks to provide a firm foundation for theoretical and conceptual framework for the study as this has a significant bearing in interpretations of the findings of the study.

Secondly, this chapter seeks to acknowledge, discuss and appraise the scholarly contributions to the topic of study and the related concepts, and thereby expose the existing state of knowledge in so far as the topic of discussion is concerned. Lastly, the chapter seeks to establish the research gaps in the present body of knowledge, and the role of the present study in bridging the identified research gaps. This chapter gives insights essential for interpretation of the findings of the study and further justifies the study.

2.2 What is Communication?

According to (Ashish G., 2012) Communication, a term emerged from the Latin word “communis,” is the process of sharing ideas, Opinions, feelings, and as such between people. (Ashish G., 2012) defined it as “the exchange of an information, thought and emotion between individuals of groups; in other words, communication plays a fundamental role in balancing individual and organizational objectives.”

Communication is also a mechanism of sending and receiving message for mutual understanding and shared meaning. Thus, it requires a sender, a message, and an intended recipient, although the receiver need not be present or aware of the sender's intent to communicate at the time of communication

Communication in particular to mass communication occurs in time and space across vast distances in time and space. It requires the communicating parties share an area of forthcoming unity.

According to Communication is “the reassignment and consideration of meaning and it is (Robbins & Coulter, 2009). Communication is a constant need for the society in the social system. (Oskey, 1982) As communication is an attachment component that makes it possible, it is working in a reliable method in a social group by linking the public (Eren, 2010)

The significance of communication within people relies on survey, new opportunities for better incentive and management while making them more informed and directed in a unique and responsive manner. Creative problem-solving techniques can be used eventually through communication. For effectiveness achievement of Future, Unity, and Cooperation of the organizations, is the proper utilizations of all of the processes of communication (Tikici, 2004).

Communication is one of the vitals important proceedings for the actions of the organizations. For Managers to transmit the information about “what, how and when” is through communication. Effective teamwork among the employees or High levels of cooperation and understanding within groups depend on mutual communication (Atak, 2005).

In relation, a communication policy being a combination and coordination mechanism, conceived as the dimension energy that is able to progress organizational effectiveness (Tourish and Hargie, 1998).

According to (Guney, 2011), intrapersonal communication is strongly associated to self-knowledge and communication with inner world. Similar to the forms of communication which includes sender and receiver interaction, there is a form of communication for humans with their inner world. The examples of this sort of communication being called as intrapersonal communication involve the realization of personal needs, lending ear to inner voice, cheering up or regretting. Particularly, Interpersonal communication can be defined as the process the intentional or unintentional transformation of people’s feelings and thoughts, amongst each other.

However, in comparison to others types of communication, mass communication is different in such a way that mass is replaced by the receiver and includes the method of sending an encoded message for the receiver to the mass by means of communication by its technical and mechanical tools in sending and receiving feedback. Generally, mass communication could be defined as the sending and receiving process of thoughts and attitudes to the mass through its technical and mechanical tools (Durmaz, 2002).

Therefore, within the process of Organizational Interaction, it is broader and larger. Imploring over the members of the organization. As a result, organizational communication is the main foundation of existence for the companies since an inactive and emergent organizational form of communication can bring enormous damage to the company.

2.3 Defining Organizational Communication

The definition of organizational communication depends on the perspectives of the Scholar about the communicating and organizing. (Ataman, 2002) identified organizational communication as one of the most significant procedures for organizations to operate efficiently and effectively. He defined it as is “the process by which groups of people conveys company goals and the way to reach them.” He believed that Organizational communication is an integral part of effective management practices within the organization and productive and thoughtful dialogue can make or break an organization and the relationships within it.

According to the container approach, organizational communication can be defined as the “transmission of a message through a channel to a receiver.” In the Social Constructionist Approach, Organizational Communication is form of using language to create different kinds of social structures including as relationships, teams, and networks. Its previous definition focuses on the limitations that existed on communication of previously existing organizational structures. Its second definition emphasizes the original potential of communication to build new possibilities for organizing.

However, as it is by no means entirely either constrained or creative, organizational communication may also be observed more usefully as corresponding creativity and constraint. In accordance to the explanation of organizational communication as balancing creativity and constraint, focuses on how individuals use communication to work out the pressure between working within the constraints of pre-existing organizational structures and promoting change and creativity. For instance, supposing an organization was experiencing a major transformation program, we realize that an information transfer approach to organizational communication would entails modified messages to be clearly sent to all members in the organization.

An Approach to organizational Communication that emphasizes complementary inventiveness and restraints empathizes on attaining the steadiness between using communications that cultivating the preferred change and the responsiveness to the existing constraints of the organization. But, the focal point of a Social constructionist Approach is on the creation of creating the usage of language patterns generating the desired change (i.e., to create a team-based organization, organizational members need to talk in the language of teamwork).

In accumulation, organizational communication makes certain of that many people uniting for a meticulous purpose working effectively, for the common goals and objective of the organization. They also illustrate essential collaboration and problem- solving skills in a formal and informal conducts (Akincli V., 2003). Organizations not only work for the organization cooperation, but also append the outer world in order to keep up with the competitive and active environmental conditions. In making certain that this success is in their hands, they must have an effective and working environment of organizational forms of communication (Guruz and Gurel, 2006). Accordingly, it's probable to categorize the purposes of organizational communication as “the main sub-structure that bonds the people within and its departments, people; and departments can work together in a coordinated way.

Nonetheless, Organizational Communication is the most important tool for the management since the Plans, decision-making and discipline is maintained when the organizational communication is available. Employees have high-level of self-esteem when there is an advanced organizational communication system within the organizations. Thus, the motivation guides them into the high-quality production as they would be properly and correctly informed that amplifying the speed of procedures and saving times resulting their participation becomes to speed in parallel to the duties

quickly to be done, the feedback mechanism works more rapidly, the number of the mistakes decreases (Misirli, 2011).

Moreover, as (Huma H., 2018) stated that organizational communication consisting of other forms of communication in organizations streaming among and between organizational units and groups. Each involves oral or written communication. A number of forms of communication in an organization follow vertical and horizontal linkages.

There are other forms of Organizational Communications, which obtaining a communication perception to the study of organization exploring organizations through the lens of communication. However, communication is not to be explained as an object but in fact gives an explanatory frame work that the comprehension for the complexities of organizational life (Matt K., 2012).

Accordingly, (Huma H., 2018) stated that organizational communication contains other forms of communication in organizations streaming along with and between organizational units and groups both involving oral or written communication. Some forms of communication in an organization follow vertical and horizontal linkages.

2.4 Inter-Organizational Communications

As (Michael, 2017) defined “inter-organizational communication is an umbrella term for the study of a variety of unities and classified acts.” The unit contains association, relationships, networks, affiliations, groupings, corporations, alliance, and affairs. The proceedings of organizing typically studied linkages, constricting, system, assistance, citing, working in partnership, externalization managing, co-branding, distribution of information, generating new awareness and combined predicament resolution.

Contrarily, Inter-organizational Communication is termed as the arrangements, types and procedures formed by the “exchange of messages and the co-creation of meaning among organizations and their stakeholders.” Every division of this definition encapsulates important dimensions of scholarly research on the topic.

2.4.1 Types of Inter-Organizational Communication

The above-mentioned theories are those pertained to diverse types of inter-organizational communication without regard to its type being studied. (Shumate and Contractor, 2013) identified a typology to explain the various relations that form the four organizational networks named affinity, flow, representational and semantic.

Besides, Shumate and Contractor proposed that some theories are further probably to be applied to specific types of organizational communication networks more likely than others, more commonly with the plausibility for the categorization to be extended to Inter-organizational Communication study. With the regards, Flow Inter-organizational communication signifies “the exchange or transmission of messages or information,” as exemplified by classic information approaches to communication. Inversely, Affinity Inter-organizational Communication emphasizes endorsed relations rather than messages or resources being shared.

An Inter-Organizational Communication with the foundation of affinity describes for the Social Construction of relations permitting actors to portray durable relationships between organizations. The continuous relationships might be perceived positively, negatively or with a mix of both constituents. Representational Inter-Organizational Communication explains association connected meanings among actors that are communicated to the public without any message being exchanged between the actors. However, actors create communication concerning the existence and character of the relationship to a larger audience.

In conclusions, Semantic relations highlight shared meaning or symbol use. Inter-Organizational Communication study normally focused on affinity binds, whereas comparatively few studies examined flow, representational or semantic relations (Shumate and Contractor, 2013)

2.4.2 Affinity inter-institutional communication

Inter-institutional affinity relations allude to socially built interactions that inter-institutional affinity relations do not clearly show the, communication flow, or interchange of messages, data, and information among participants. Rather, these relations convey more permanent links among officialdoms, and communication is expected to be hidden in those relations. Communication is critical in the instigation, maintenance, and disbanding of affinity interactions.

Consequently, affinity interactions, nevertheless not clearly referring to information flows, are fundamentally communicative in nature. There are many kinds of socially built affinity interactions. In institutional research, the inter-institutional affinity relationships that have expected the most attention include collaboration and agreements among institutions. In each case, the link is perpetual and socially built by one or both parties (Shumate and Contractor, 2013).

2.4.3 Inter-organizational collaboration

Inter-institutional collaboration has been theorized and inspected in a many of ways, reliant on methodologies, sectors, and writers. Intellectuals and specialists in general agree about five features. First, inter-institutional teamwork is used as a positive word in contrast to negative inter-institutional relations, such as inter-institutional struggles. Second, inter-institutional team work involves more than just data sharing, and has to be more than resource sharing with common duties. Third, inter-institutional teamwork creates or constitutes a chance (actual or perceived) for dual value creation among contributing institutions (Shumate and Contractor, 2013).

The dual value creation comes out of reciprocal exchanges and common adjustment and interactions. Fourth, inter-institutional team work can take a mass of forms (e.g., consortia, networks, coalition) and does not follow to just one method or principle. In other words, collaborative engagements can be more or less officializing depending on the situation and the events or performers involved. Fifth, inter-institutional teamwork is organized through communication. In other way, inter-institutional teamwork is ratified, manufactured, negotiated, and persistent through inter-institutional communication (Shumate and Contractor, 2013).

2.4.4 Representational inter-organizational communication

Inter-institutional communication may also be thought of in terms of representational communication. Representational relations vary from the above-mentioned categories of communication; dissimilar flow, no memorandums are shared between performers and, dissimilar affinity, no long-term relationship is implied between performers. Representational relations recommend a link between performers that is to the community, or to a third party. A similar idea was defined by (McPhee and Zaugg, 2001) as institutional putting, which shows “external communication to gain credit and inclusion in the web of social dealings.” Representational links

have been defined as “name-dropping”; as such, they are different from other kinds of relationships in that they do not need the knowledge of the partner being named.

Representational relations also vary from other communication systems in that there is no cost on the receiving end of representational linkages. Below, we will explore kinds of inter-institutional representational communication, as well as related theories and key themes from this study. Representational linkages represent a smaller body of inter-institutional communication study compared to other customs of linkages, such as affinity. Nevertheless, there are two different sorts of representational linkages between institutions: hyperlinks and inter-institutional endorsements (McPhee and Zaugg, 2001).

2.4.5 Semantic inter-institutional communication

Semantic inter-institutional communication attentions on common meaning or symbol use among conditions. Communication intellectuals familiarized semantic system analysis in the 1980s as one way of understanding common meanings among performers in general. Nevertheless, very little work has been done in this sector. In the work that has been done, common institutional statements or alike “about us” texts have been used to forecast other kinds of communication linkages. These finding several that common meaning positively powers the foundation of both affinity and representational inter-institutional communication linkages. A small, but growing, power to understand how institutions jointly create meaning has ascended out of the communicative rule of institutions method. The most remarkable work in this sector is that of (Koschmann, 2013), who claims that word-based concept of inter-institutional communication is used to create collective characteristics in an inter-institutional collective. In other ways, common meaning take place via the process of the joint creation of inter-institutional texts.

2.4.6 Inter-institutional communication flow

Inter-institutional communication as the research of flow inspects complex dealings of information and data that are sent and received between institutions. Flow bears the most likeness to typical models of communication as information transmission (as reflected in information theory that is familiar in computer science). Metaphorically, a flow can be thought of as a channel among institutions, where inter-institutional communication is considered as realized networks that serve as paths for information and data to flow from one institution to another.

For example, when two political interest cluster institutions regularly common information about potential candidates for office, they contribute to an inter-institutional system of communication flow. If flow represents channels that facilitate the possibility of information deal among institutions, then one can inspect the diverse kinds of channels which institutional communication study has inspected. In present examinations of interpersonal communication, three kinds of flow have been of specific importance: interpersonal, contractual, and mediated flow (Uzzi, 1997).

2.5 Channels of inter-institutional Communication

Nowadays, many channels are used for internal and external institutional communication. Yet, while channels such as bulletin boards, internets, newsletters and e-mail are an efficient mode of communication for certain institutional messages, the influence of face-to-face communication cannot be underestimated. Medias such as reports and letters are less effective for information exchange than "dynamic" channels such as one-on-one conversations, corridor chats and small-group meetings that integrate dialogue in the workplace (Grunig, 1992). For illustration, CEO meetings with employees help to construct affinity and confidence. Lunch eons, round tables and cross-departmental work groups expedite communication among employees.

2.6 Tools of institutional Communications

The cooperative develops several institutional communications tools to deliver relevant information within its workforces and stakeholders. The intricacy of the businesses and the competitive business atmosphere sets difficult burden on both the management and workforces, entailing them to give significance and emphasis on their institutional communication gears. In order to communicate with each other, staffs those act inter-institutionally develop the following gears: that are small group meetings with immediate seniors, staff conferences with all the managers and supervisors, general assembly conferences, letters and reports, bulletin or notice boards, work forces handbook, telephone or cellular phone, electronic mails and conference point that is a social office communication web. It is crucial for institutions to control if it lives out and implements accurate institutional communications approaches.

An understanding on the significance of communication in the institution and how well the work forces work together using numerous communication gears in succeeding and aligning the cooperative's goals and aims had assisted the investigator identify difficulties effortlessly and recommend solutions and recommendations on how to develop policies and progressions of all institutions. Basically, the administration can uninterruptedly evaluate at this time used tools and identify the best productive communication tools which can be advantageous as a contribution by strategy maker and department heads to upgrade knowledge sharing through proper tools.

2.7 Theoretical Framework

2.7.1 Theories of inter-organizational communication

According to (Pfeffer and Salancik, 1978) there are numerous different enlightenments for the development, preservation, configuration, and consequences of inter-institutional communication. Even though early theoretical work on the issue was fundamentally derived from other disciplines namely, economics and management further recently, theories have been developed that give supremacy to communication mechanisms.

2.7.2 Resource dependence theory

The early writings on inter-institutional relationships recommend that institutions form inter-institutional linkages to compensate for resource dependencies and uncertainty. Interdependence is the most shared enlightenment for the establishment of inter-institutional communication linkages. Resource dependence theory, which was developed by (Pfeffer and Salancik, 1978), is based on the supposition that the most essential goal of an institution is to survive, and that survival have need of different sorts of resources which cannot all be made internally.

2.7.3 Domain approaches theory

Another method to inter-institutional communication linkages, especially in the nonprofit making sector, is domain theory. Domain theory emphasizes the dynamics of inter-institutional domains that are explained in terms of sets of mutual problems facing institutions. This difficulty focused approach appeals openly on the work of (Emery and Trist, 1965), who introduced the concept of tempestuous environments where challenges or problems categorized by complexity, uncertainty, and undistinguishable boundaries cannot be addressed by single institution working single-

handedly. According to (Pfeiffer and Salancik, 1978), domain approaches, inter-institutional relations take place and inter-institutional communication domains arise because different institutions perceive themselves to be associated to shared difficulties and concerns.

2.7.4 Stakeholder theory

The stakeholder method to inter-institutional communication formation sights institutions at the center of a network of stakeholders. An institution's stakeholders indicate any group of individuals who can affect or are affected by the institution. These include the institution's employees/members/, its investors, clients, dealers, contestants, the local communities in which it works and operates, the controlling agencies that supervise its operations, and so on. Thus, according to stakeholder theory, institutions are engines for coordinating stakeholder interests. The stakeholder perspective is based on the idea that institutions are, by nature, cooperative systems. As a result of their cooperative nature, institutions therefore tend to form ties with stakeholders to achieve shared objectives. These linkages, variously referred to as constellations, networks or alliances, can serve as powerful tools for aligning the benefits of numerous stakeholders and can also help an institution reduce environmental uncertainty.

2.7.5 Learning and innovation approaches theory

Learning and innovation approaches to inter-institutional communication suggest that institutions form ties to capitalize on opportunities for institutional learning and innovation. Undeniably, the institutional learning framework focuses on inter-institutional teamwork and alliances as a feedback by institutions to environmental changes serious improvement in their knowledge base, their technological competences, or both. Therefore, learning and innovation approaches to inter-institutional communication ties argue that such teamwork can facilitate the exploitation and transfer of existing knowledge as well as the establishment of new knowledge.

As stated by (March, 1991) institutional learning that occurs in inter-institutional alliances can be divided into two kinds of activities: exploitation and investigation. Exploitation is related with increasing institutional performance through reducing costs and improving existing capabilities. In this context, institutions often build alliances to increase economies of scale with the goal of

reducing costs or civilizing the effectiveness of distribution channels. Exploration, alternatively, is related with developing new opportunities for wealth establishment, which may include invention, innovation, and research to build new capabilities, discovering new markets, or improving absorptive capability. In this context, institutions often form agreements to create new innovation and improve new products.

2.7.6 Ecological approaches theory

Institutional ecology emphasizes on the motives for and ways in which institutions adapt to existing markets and controlling environments and work to better fit their identified market niches. According to institutional ecology theorists, most institutions experience far-reaching inertia, and change take place through an evolutionary process of variation–selection–retention.

Variation, the source of evolutionary change refers to the change of routines, activities, or traits and could include blind (random) and intentional variations. The selection process is performed to select optimal variations (routines or institutional traits) to help institutions better cope with environmental changes. In response to such ecological changes then, institutions might learn how to confront novel challenges and thus enhance their knowledge and capabilities. The retention process entails the standardization of the newly selected variations. According to (Hannan and Freeman, 1977) a code of isomorphism leads institutions to match the characteristics of the environments in which they run. Thus, the ecological viewpoint suggests that, as environments shift, institutions improve other inter-institutional communication linkages that better fit the changed situation.

2.7.7 Institutional theory

On the word of (Hannan and Freeman,1977), institutional theory, an institution's life chances are meaning fully improved by its demonstrations of conventionality to the norms and social expectations of the institutional situation in which it operates. In other words, institutional theory suggests that institutional environments execute pressures on institutions to give the impression genuine and conform to prevailing social norms. In a business context, institutional theorists argue that institutional forces motivate institutions to engage in activities or behavior that will increase their rightfulness and the appearance which they are in conformity with the prevailing rules, standards, and norms of their business environments. The development of inter-institutional

communication ties establishes one-way firms can gain legitimacy or demonstrate conformity with the prevailing rules, standards, and norms of their business environments.

CHAPTER THREE: METHODOLOGY

3.1 Selection of Focus Organizations of the Study

The researcher first contacted Addis Ababa City Administration in order to identify organizations that are bilaterally working towards the open Addis Ababa City Development strategy. The researcher was informed that there are many organizations collaborating towards the strategy. However, since this nature of bilateral involves constant emerging new integrations, it is hard to track the number of integrating entities. Addis Ababa City, therefore, identified eight integrating organizations which could be potentially used for the study. The criteria for the selection of these organizations is not known since the selection of these entities was independent of the researcher and totally done by Addis Ababa City Administration. The researcher then used purposive sampling method to select two organizations from the eight, and these were used as a focus of this study. Purposive sampling was used to select the organizations because it provides a fair selection and a representative sample which are essential in drawing conclusions from the outcomes of a study (Sharma, 2017). The two chosen organizations were stated to as organization 1 and organization 2 for confidentiality purposes and are explained below.

Organization 1 is a public-sector organization that works for development where economic growth, environmental and good living conditions go in alignment with open Addis Ababa City Administration Development strategy. So, it targets for a clean-living environment, a stable labor market and a good life for the residents and thus working towards sustainable development in the city. As a result, the organization's work focuses on different perspectives such as City growth, infrastructure planning, integration, environmental issues, and public health. Organization 2 is also a public-sector organization that is accountable for issues such as infrastructure planning, business development, environmental and planning strategy work and City to City coordination and public health.

3.2 Selection of Participants

Participants of this study were selected from the two public sectors by using a two-fold criterion; first respondents were selected based on their engagement in decision making duty and secondly relying on them being workers of the organizations under study. Decision maker in the study was defined as being participated in the administration of the inter-organizational communication towards the strategy while worker was defined as having a non-administrative function in the

inter-organizational communication. This criterion was used so as to produce a multi-perspective picture of the challenges in inter-organizational communication process at different levels. The multi-perspective view of the challenges is important in understanding and working with the complex nature of the communication towards the open Addis Ababa City Administration Development strategy (Addis Ababa, 2030).

The researcher used snowball technique to select participants of this study. According to (Heckathorn, 2015), Snowball sampling or Chain-referral-sampling is useful for recruiting hard to identify or hidden participants. It starts with a convenience sample of the first participant who serves as “seeds,” through which participant 1 is selected; participant 1, in turn, selected participant 2; and the sample as a result enlarges participant by participant like a snowball growing in size as it rotates down a mountain. In alignment with this, the target group of this study was tough to differentiate. So, the City Administration firstly told the researcher names of employees at each of the selected organizations. These functioned as “seeds” as they were requested to suggest other participants from their legal entities both at management and employee level. This structure continued until the desired number of participants was gained.

3.3 Data Collection

Data for this study was gathered via semi-structured interviews. The interviews were semi-structured in nature because they were based on a fixed number of predetermined questions with room left for follow up questions (Merriam, 2009). The researcher used semi-structured interviews because of the nature of this kind of data collection method allowing the development of additional insight on the topic under study and the building of knowledge through generative dialogue on the research topic (Bishop & Glynn, 1999). Moreover, because of the complexity of the topic under discussion, semi-structured interviews served a chance for the researcher in order to investigate the thesis topic in-deep and strengthen views that other methods do not bring about (Wellington, 2000).

The interview guide for this study was relying on the theoretical framework that contained adaptive communication theory, bullshit theory, swift trust and collective identity theory. Two initial interviews were conducted to evaluate the interview protocol. It is really essential to always test the interview guide so as to find feedback on questions that are not clear enough, those which are clear and has to be reshaped (Mutch, 2013). In line with (Mutch, 2013), the two first interviews conducted displayed that the challenges in the inter-organizational

communication process were diverse and of a vast nature. The interview protocol was even though specified by the theoretical framework as it only emphasized on limited areas i.e., communication. Because of the addictive nature of the study, which asks constant re-settlement of the theoretical framework as testable data is being gathered (Merriam, 2009) the researcher then changed the interview protocol to a more different theoretical framework (Thomson & Perry, 2006) used for this study. The interview guide is found in appendix 1 while the framework is elaborated in particular in chapter 2 (Theoretical Framework).

The researcher carried on seven face-to-face and one phone interview based on the convenient time of the respondents. The interviews took approximately 1 hour and were carried by the researcher. A total of 8 participants from the two focus organizations were interviewed for this study and all interviews were audio-taped. It was completely vital for the researcher to record the interviews in order that they could go back and verify facts (Merriam, 2009). The following table clearly shows participants of the study.

Table 1. Summary list of participants

Name	Level	Position	Organiz ation	Mode of Interview	Interview Date
Respondent 1	Management	Manager of integration	1	Face to face	15/05/2020
Respondent 2	Employee	Integration developer	1	Phone	16/05/2020
Respondent 3	Management	Head of the city employee's ideas	2	Face to face	21/05/2020
Respondent 4	Employee	International project manager	2	Face to face	22/05/2020
Respondent 5	Management	Administrator at the city development strategy	2	Face to face	24/05/2020

Respondent 6	Management	Strategist and manager of sustainability and growth	1	Face to face	28/05/2020
Respondent 7	Employee	Innovation advisor	1	Face to face	29/05/2020
Respondent 8	Employee	Environmental coordinator	2	Face to face	30/05/2020

*The respondents and organizations were anonymous for secrecy purpose.

* Organization 1 & 2 are legal public entities.

Secondary Sources: Document Analysis

Using the available data for research is becoming more common and once analyzed they can give methodological uses and contribute to the research through producing new knowledge (Johnston, 2014). Being already in the AARA and AAWSA, the researcher had access to review relevant literatures both in electronic and printed formats from AARA and AAWSA; AARA and AAWSA project documents including policies and procedures, reports, incoming and outgoing letters, photographs and updates have enabled the researcher to extract supplementary information useful for the study. This has provided the researcher with the opportunity to hold and have an initial understanding of the communication phenomena to investigate research questions, setting the scene for the research to develop at a fast pace, given time restriction. Secondary information was used to collect information on the challenges of inter-organizational communication between Addis Ababa City Road Authority and Water and Sewerage Authority in Addis Ababa, Ethiopia.

An essential amount of information was also gathered from the website content and journals. As (Dury, 2008) indicates, secondary data offers a comparative tool for the thesis. This can help to compare existing data with raw data for the sake of examining differences. Nevertheless, the

restriction of using secondary data is that such information may be gathered for purposes different from the current research (Dubois & Gadde, 2012).

3.4 Data Analysis

After the researcher had interviewed the research participants and audio taped, they were then transcribed by hand. Encoding or decoding is the major method of data analysis in qualitative research and is targeted at analyzing or fracturing the data and set structures, themes, or groups that are matured in the data (Hill, 2005). This is the data analysis method that was obtained for this thesis. The former part of the coding process was the open coding which associated no pre-determined codes. There were no particular codes predetermined at the initial part of the coding process and therefore this part of the process is stated as open coding (Bryman and Bell, 2011; Merriam, 2009).

This is regardless of the fact that the researcher was guided by the framework he used as a structure for the semi-structured interviews. The initial coding process was unstructured and open in order to make it possible for the researcher to be able to capture what respondents referred to and avoid reinforcing them to refer what the researcher wanted them to refer to. As part of the initial coding process, the researcher listened to all the interviews and read through the transcripts one after the other in order to identify themes that were mentioned by most respondents.

The researcher conducted this process separately and repeatedly so as to ensure that all emerging themes were captured. The coding process was said to have reached saturation when no new themes were emerging. The researcher then made a decisive list of all the challenges that occurred. The latter step of the data analysis was about a second order coding. (Bryman and Bell, 2011) described this step as grouping the codes and the writers become more preferable in the system of grouping.

The researcher selected the emergent themes based on the five aspects of the (Thompson and Perry, 2006) model of inter-organizational communication. The researcher examined for vital words in each of the aspects and these were used to guide the selecting themes to the different aspects of the model. Themes that could not be grouped in any of the aspects but deemed as important were added to the researcher's own produced aspects i.e. political influence.

3.5 Quality in Research

This study considered two dimensions of quality; validity and reliability. Validity is trustworthiness. It is mainly involved with the correspondence of analysis settled in data (Bryman & Bell, 2011). The researchers used triangulation, which engages verification of the findings from more than one source of data and method (Bryman & Bell, 2011) so as to assure the validity of the research and offer greater self-assurance in the findings. This research thought aspects of reliability as it assured that the magnitude instrument used to overcome the research problems including the design, methods, and process of interpretations was relevant and different with the study purpose.

3.5.1 Testing Validity and Reliability

The notions of reliability and validity as they have been re-explained for their benefits in qualitative research have been stated so far. The question which should be answered is ‘How to examine or maximize the validity and the reliability in qualitative study?’

When the validity or trustworthiness can be enlarged or checked, then more “credible and defensible finding” (Johnson, 1997) may lead to generalization which is one of the notions forwarded by (Stenbacka, 2001) as the pattern for both doing and recording documents in high quality in qualitative study. Consequently, the quality of the study is associated to infer the result and thereby to the examining and increasing the validity or trustworthiness of the study.

On the contrary, (Maxwell,1992) sees that the degree to which an account is expected to be generalizable is a factor that clearly distinguishes quantitative and qualitative research approaches. Despite the fact that the ability to generalize findings to wider groups and conditions is one of the most common tests of validity for quantitative research, but (Patton, 2001) states inference as one of the measurements for quality case studies relying on the case chosen and studied.

Accordingly, the validity in quantitative research is very particular to the test to which it is exercised where triangulation principles are used in qualitative research. Triangulation is basically a principle for improving the validity and reliability of the research results. (Matheson, 1988) states that triangulation has risen an essential methodological issue in naturalistic and qualitative method for evaluation so as to control bias and forming valid exponent because traditional scientific techniques are incompatible with this alternate epistemology.

Moreover (Patton, 2001) explains the use of triangulation by saying “triangulation strengthens a study by combining methods. However, the principle of coordinating methods has been challenged by (Barbour,1998). She argues while mixing paradigms can be possible but mixing methods within one paradigm, such as qualitative research, is problematic since each method within the qualitative paradigm has its own assumption in “terms of theoretical frameworks that are brought to bear on our research.” Even though triangulation is used in quantitative paradigm for confirmation and generalization of a research (Barbour, 1998) does not disregard the notion of triangulation in qualitative paradigm and she states the need to define triangulation from a qualitative research’s perspective in each paradigm. For example, in using triangulation of several data sources in quantitative research, any exception may lead to a disconfirmation of the hypothesis where exceptions in qualitative research are dealt to modify the theories and are fruitful.

In this perception (Healy and Perry, 2000) explain on the judging validity and reliability within the realism model which depends on multiple views about a single reality. They indicate the involvement of triangulation of many data sources and their interpretations with those multi-views in the realism model. Another model in qualitative research is constructivism which perceives knowledge as socially constructed and may vary relying on the conditions.

As (Crotty, 1998) explained constructivism from the social perspectives as "the view that all knowledge, and therefore all meaningful reality as such, is contingent upon human practices, being constructed in and out of interaction between human beings and their world, and developed and transmitted within an essentially social context." In any qualitative research, the objective is to "engage in research that probes for deeper understanding rather than examining surface features” (Johnson, 1995) and constructivism may facilitate towards that objective.

The constructivist concept, which reality is changing either the observer wishes it or not (Higgs, 1993), is an indication of multiple or likely diverse constructions of reality. Constructivism values multiple realities that people have in their minds. Thus, to get valid and reliable several and various realities, several methods of searching or gathering data are in order. When this asks the use of triangulation in the constructivism paradigm, then the use of method and data triangulations to record the structure of reality is suitable (Johnson, 1997).

An open-ended point of view in constructivism sticks with the concept of data triangulation by permitting participants in a research to support the researcher in the research question as well as with the data gathering. Engaging several methods, such as, observation, interviews and recordings will lead to more valid, reliable and various structure of realities. In order to improve the analysis and understanding of structure of others, triangulation is a step taken by researchers to involve many investigators or researchers' translation of the data at different time or location. In a related way, a qualitative researcher can "use investigator triangulation and consider the ideas and explanations generated by additional researchers studying the research participants" (Johnson, 1997).

Triangulation may contain several methods of data collection and data analysis, but does not recommend a fix method for all the researches. The methods chosen in triangulation to evaluate the validity and reliability of a study rely on the criterion of the research.

3.6 Ethical Considerations

All ethical principles containing anonymity, confidentiality and participants' willingness have been taken into account before the beginning point of the research. All selected participants for the interviews must have been guaranteed that their secret or confidentiality has got to be given top priority. They were all informed that their confidentiality could be preserved by keeping their names and quotes anonymous and keeping all data they offered in a safe and confidential environment during the study and removed later. There were no expected negative effects to the participants because no physical activity or risks of loss were involved.

More specifically, the researcher has taken the following ethical considerations into account for this research.

- The researcher requested for consent from the participants before starting the study.
- The researcher was honest with the participants, audience, readers & stakeholders with the findings of the study.
- The researcher kept confidentiality.
- Finally, the researcher assured the participants that there were no risks of participating in the study.

CHAPTER FOUR: FINDINGS

4. Presentation of Findings

With respect to the organizational communication process towards the open Addis Ababa City development, 2030 strategy, the study has got challenges in all the five aspects of the (Thomson and Perry, 2007) the paradigm of organizational communication both at management and employee level. In addition to the five aspects, the study discovered that political effect was a great challenge and thus was included to be the sixth aspect in the framework. The researcher has presented the findings of the research as follows.

4.1 Governance

When the researcher asked about governance challenges, four themes have become known: leadership, structure, nature of inter-organizational communication and strategic change. Leadership was a shared common challenge at both management and employee level where as the others were only seen at management level.

4.1.1 Leadership

Both employee and management level respondents explained leadership as a challenge in the inter-organizational communication procedure. At the management level, different features of leadership were distinguished to cause challenges in inter-organizational communication. The respondents expressed that there are commonly differences in leadership styles in different inter-organizational organizations. The differences in leadership then influence how each legal entity functions and in-turn affects organizational communication. Respondent 5 said to the researcher: "The lack of leadership skills in one platform can influence the functionality of an inter-organizational communication." (Respondent 5, personal communication, May 2, 2020).

Another aspect of leadership that the participants of the research identified was that inadequate leadership usually affecting unclear goals and objectives because the leader is not able to communicate these clearly. According to respondent 5, "In some platforms, the objectives and goals are clearer than in others because there are different communicators and leaders" (Respondent 5, personal communication, May 2, 2020). Furthermore, the knowledge as well as the understanding level of leadership was mentioned as a challenge to the inter-organizational communication process. Respondent 1 explained: "Sometimes, leaders do not have good competence in the inter-organizational communication process; knowledge and their level of

competence affect their capability to make the decision that is expected to be made" (Respondent 1, personal communication, May 1, 2020).

At employee level, respondents stated that leadership contributes to challenges in the inter-organizational communication process. One dimension that they expressed was that leaders are not available at the lower level of the organizations in order for them to be able to know what is happening and capture important ideas that could be useful for the functionality of inter-organizational communication. The employee level respondents also further explained that the leadership style affects people's motivation towards engagement and contribution to the inter-organizational communication.

They also added that some leaders are in wrong positions because they do not have leadership skills, and this influences how employees cooperate and react to inter-organizational communication. Respondent 4 explained: "You don't always have the right people in the right place because many people are put in positions where they should not be. If someone has 10 years of experience it does not mean they have the right competence for leadership. It is possible for someone with fewer years (say 5years) to have the right skills, motivation, and innovation but they are not always given a chance. This I think has really affected the functionality of most communications."(Respondent 4, personal communication, May 4, 2020).

The respondents also stated that leadership really influences the effectiveness of organizational communications because it influences other factors like employee motivation to participate in inter-organizational communications, lack of understanding, unclear goals and responsibilities, poor inter-organizational communications which all bring challenges in inter-organizational communication. Respondent 7 explained: "People's commitment to any organizational communication is always affected by their perceived importance, clear objectives, and motivation. Even so, leaders do not always make these clear making employees not to contribute fully to inter-organizational communications." (Respondent 7, personal communication, May 7, 2020).

4.1.2 Structure

The management level respondents expressed that the strategy addresses several complex situations and matters making the structure complex. They further expressed that the structural complexity creates challenges in identifying and substantiating sub inter-organizational communication strategies. Respondent 1 explained: "The communication towards the strategy is

really complex with different authorities, organizations and government departments and this sometimes creates problems in maintaining inter-organizational communication." (Respondent 1, personal communication, May 1, 2020). The respondents also associated complexity in structure to a lack of a well-designed inter-organizational communication structure based on a logical framework to guide how inter-organizational communications are supposed to be governed. This was seen to cause challenges in inter-organizational communication as there is no norm for the right thing to do and usually left to the inter-organizational communicators to decide. The challenges in the inter-organizational communication process in relation to the structure were also connected to organizational structure. Respondent 3 explained: "Each organization has its structure and how things work finding a balance between communicating is sometimes a challenge."(Respondent 3, personal communication, May2, 2020). As a result, the organizational structure was said to cause challenges in inter-organizational communication in different ways.

4.1.3 Strategic Adaptation

The inter-organizational communication process towards the implementation of the strategy was also said to be affected by the lack of strategic adaptation. The management level respondents expressed those inter-organizational communications are made relying on the current aims of the strategy, but society is changing bringing about new challenges and opportunities which are not reflected in the strategy.

According to respondent 5,"Integration in 2020 when the strategy was formulated was a new challenge but now emerging issues like plastic pollution and environmental protection are now more pressing... but not to say this is no longer important. This affects cooperation functionality because people might want to focus on more pressing issues which have come up since"(Respondent 5, personal communication, May 4, 2020).

The lack of strategic adaptation of the strategy to the changing needs of the society was hence reflected as a challenge affecting the inter-organizational communication process. Respondent 5 also stated "Changes in the city and society at large if not adapted to the strategy makes some communication's relevance to be questioned therefore causing challenges...this has been identified and there are currently discussions held so as to update the strategy." Respondent 5 further explained: "The changing societal needs are challenging the process of inter-organizational communication to adapt the strategy to meet the changing needs." (Respondent 5,

personal communication, May 4, 2020). As a result, the lack of strategic adaptation was seen to cause challenges in inter-organizational communications.

4.1.4 Nature of inter-organizational communication

In relation to the nature of inter-organizational communication, the management level respondents said that the nature of communicative platforms (formal or informal) create challenges in the process of inter-organizational communication. They explained that some communicative platforms consisting of representatives from different organizations who share common interests in a certain topic and therefore communicate on informing, discussing, and updating each other on what is happening in their respective areas at the moment and then conduct implementation plans separately in organizations afterward.

But some of the communicative platforms include communicators who work together in joint actions and not separately in order to implement actions that go in alignment with the strategy. The initial was seen as a problem because legal communicating entities normally don't feel obligated to the communication as it is usually hard to enforce this nature of inter-organizational communication.

4.2 Administration

In relation to administrative challenges six themes were emerged: Communication, lack of clear objectives and goals, joint actions which were shared challenges among both levels, the unclear division of responsibilities, lack of transparency and institutional memory were seen only at management level.

4.2.1 Organizational Communication

Both employees and management level respondents explained organizational communication as a challenge in the inter-organizational communication process. At employee level, communication was expressed as one of the major factors contributing to challenges in inter-organizational communication.

The respondents explained that it is a challenge for management to communicate the strategy down to the people on the floor in order that they should be able to know what role they play in the inter-organizational communication. They explained that organizational structure and leadership affect inter-organizational communication between the top management and employees. Respondents from hierarchical organizations expressed concern that there are always communication problems within the organizations causing information to only be known to

management level. Communication problems were said to affect communication with respect to the fact that it brings about unclear objectives, unclear roles and responsibilities and lack of involvement in the communication. Respondent 4 said, "There are always inter-organizational communication problems because management is not utilizing organizational communication strategies like social media to explain and communicate the strategy and communicative goals and objectives to all levels of the organization." (Respondent 4, personal communication, May 4, 2020). The respondents related poor leadership to inter-organizational communication problems which they further connected to challenges in inter-organizational communication.

At the management level, the participants explained that although communication worked really well in the first phases of the strategy, communication was a challenge in the next phases. An example was stated that some communicators have the same responsibilities to achieve and it is uncertain to communicate which organization should control which responsibility and this has created challenges in the process of inter-organizational communication.

Respondent 3 expressed the communication problems as: "Some organizational responsibilities are overlapping with each other and thus caused conflicts in communicating certain tasks to the right people" (Respondent 3, personal communication, May 2, 2020). Moreover, the respondents added the lack of communicating the results of a communicative action along with the lack of defining the connection between the results and the strategic goals caused challenges in the inter-organizational communication process as it was said by Respondent 5, "Many meetings and fewer actions" (Respondent5, personal communication, May 4, 2020). Inadequate communication in some organizational communications between organizations was also seen to cause challenges in inter-organizational communication.

4.2.2 Lack of Clear Objectives and Goals

The employee level respondents explained that most communications face challenges due to lack of clear objectives. They explained that objectives and goals are usually ambiguous to people down the organizational hierarchy and this makes the employees not to be able to know if their work contributes to the obtaining of communicative endeavors. They further explained that the lack of clear objectives and goals among the employees influences the functionality of inter-organizational communication because people do not always commit to things they do not understand.

Respondent 2 expressed: "I am not sure if my work is contributing to the communication, I just do my daily duties as per my job description." (Respondent 2, personal communication, May 2, 2020). It was stated that most of the objectives and goals of inter-organizational communication are known at management level and people at the lower level do not really understand the objectives and this influences the organizational communication process. Respondent 8 said: "If the objectives are not known, people may not move along in the vision and participate." (Respondent 8, personal communication, May 7, 2020).

At the management level, in line with communication, unclear goals and objectives were seen to influence the organizational communication process. The lack of clear objectives, goals, and actions in these organizations was seen to cause many challenges in the organizational communication process.

One challenge was how to motivate and make people work towards implementing the strategy since it might not be clear if what the organizations are focusing on is part of the strategy or not because the strategy is complex with a lot of activities and guidelines.

Respondent 5 told the researcher: "The process of engaging communicators throughout the implementation process so as to achieve a communicative decision making is a big challenge due to unclear goals and objectives." (Respondent 5, personal communication, May 4, 2020). In relation to this regard, communication was seen to cause challenges in the inter-organizational communication process.

Respondent 8 added: "Every time we meet, there are new topics and an agenda for new issues that a certain organization thinks it is important; as a result, there is no prioritized agenda that contains specific goals that are achievable in a specific timeframe." (Respondent 8, personal communication, May 7, 2020).

4.2.3 Unclear Division of Responsibilities

At the management level, related to unclear goals and objectives, the respondents thought dividing responsibilities among communicators and the actual implementations of the goals that were agreed upon in the strategy were seen as a challenge of inter-organizational communication. The respondents generalized that there is no clear division of responsibilities among the communicators.

The communications are usually depending on requesting different organizations to humbly and softly join the strategy and not requesting certain actions in a formal way. Additionally, the respondents also explained that there is a lack of coordination between the organizations collaborating and this causes overlapping responsibilities and unclear division of responsibilities.

Respondent 6 stated: “The challenge is not to know what the other organization is doing, and this causes overlapping responsibilities.” (Respondent 6, personal communication, May 7, 2020). There are extended tasks and responsibilities because everyone wants to develop the city and finish up doing the same tasks because of the unclear division of responsibilities.

The respondents also expressed that when communicators are not participated in the process of communicative action from the first phase, a waste of resources and work repeatedly happens. Sometimes it is not possible for joint venture organizations to contribute efficiently in view of internal hindrances and limitations. "When communicators are introduced to a project later in the process, unexpected challenges always increase." (Respondent 5, personal communication, May 4, 2020). They also stated that a communicating organization does not know enough about the other organizations in this communication which causes time waste and delay actions because of the lack of knowledge on how a certain organization works and what regulations and limitations occur.

4.2.4 Drive for Inter-organizational Communication

According to employee level respondents, in the initial phases of inter-organizational communication, communicators are usually committed and contribute fully to organizational communication but keeping the drive for continued organizational communication is a challenge that influences the effectiveness of inter-organizational communication.

The respondents also said that there are many duties and responsibilities to be carried out by each organization and sometimes it is possible to consider more on the individual organizational duties than on the communicative goal. Drive for inter-organizational communication was expected to influence the organizational communication process in that when communicators are not driven, they are less effective and productive. Keeping a drive for inter-organizational communication was explained as a challenge in communication at the employee level.

At management level having the drive for continued involvement and participation in communication was also categorized as a challenge. The respondents stated that in the initial phases of inter-organizational communication, communicators are usually involved and contribute fully to communication, but in the long run, the drive for engagement is not affecting the functionality of the inter-organizational communications. Respondent 1 explained: "The main challenge is usually to have the same goal after communicating for a while and to move your vision further over time as this requires having energy and insight in what you want to achieve." (Respondent 1, personal communication, May 1, 2020). The respondents conclude that a drive for continuous inter-organizational communication was seen as a challenge.

4.2.5 Lack of Transparency

At the management level, lack of transparency was said to cause challenges regarding trust in the communication process. The respondents expressed that joint venture organizations sometimes think that there is always a hidden agenda that supports a personal interest in an organization. The lack of transparency was suggested to access to resources which are not openly facilitated and only a few people know how to access them when needed. Respondent 6 explained: "There is a lack of transparency in communicating personal interests and values to others and this negatively affects the communicative trust among communicators which hinders productivity of communication because resources are not always used to support a prioritized project that contributes to the overall communication." (Respondent 6, personal communication, May 7, 2020).

At Employee level, the respondents think that leaders are not transparent enough in sharing decisions, the logic behind benefits of implementing these decisions and the contribution of an employee's role to the big picture of communication. Employee level participants said that decisions were made in closed rooms with a narrowly defined set of leaders but in order for all members of an organization to trust their leadership they need to have some visibility into decisions as they are being made, and into the reasons behind those decisions.

4.3 Autonomy

When autonomy is considered, conflict of interest occurred at management level.

4.3.1 Conflict of Interest

At the management level, conflict of interest was identified as a challenge in relation to autonomy. The respondents referred that there are differences in priorities among communicators. For instance, the strategy prioritizes both economic growth and environmental protection. There is a conflict between economic growth and sustainable environment affecting inter-organizational communications towards implementation of the strategy. Respondent 1 stated: "There are serious conflicts of interest that cannot be solved easily, and they are on the table. For example, some organizations prioritize economic development while others sustainable environment. The conflicts exist even between departments and this causes conflicts in communication." (Respondent 1, personal communication, May 1, 2020). Respondent 3 also added: "There is always conflicting ideologies which cause the conflict of interest that it goes beyond the strategy to the world in general, in organizations and even among departments. These expanded conflicts of interest make it difficult to push certain agenda in inter-organizational communication." (Respondent 3, personal communication, May 2, 2020). It was explained that some challenges in inter-organizational communication are because there is a major conflict of interest between joint venture organizations which bring challenges in communication.

4.4 Mutuality

In relation to mutuality, there were two themes which were emerged: collective identity and unclear benefits. Both of them were seen at employee and management levels.

4.4.1 Collective Identity

Employee level respondents expressed the lack of inclusion in the communicative process towards the implementation of the 2030 strategy as a challenge. They explained that they do not feel included in the inter-organizational communication process because they do not involve in the decision-making process. Respondent 2 explained: "They do not usually include us; the thing is they do not know how it feels to be down here." (Respondent 2, personal communication, May 2, 2020).

It was said that even though there are always representatives from their organizations during decision making, the representatives do not usually represent the opinions of the employees because their opinions are not usually taken into consideration. Due to the feeling of lack of inclusion in the decision making, the employee level respondents felt that the decisions made by management are not always the right decisions.

Respondent 2 said: "Sometimes what they prioritize and make joint organizations is not actually what we need to address at that particular moment and this causes challenges." (Respondent 2, personal communication, May2, 2020). It was said that it is hard for people to participate and be committed to inter-organizational communication when they do not feel included in the process. Lack of participation was further related with having unclear goals and objectives among employee level respondents.

According to the management level respondents, the strategy is only communicated at the strategic/ managerial level and it is not shared with everyone in the inter-organizational communication. Respondent 5 explained: "The strategy is for people in management and not for everyone because we think if an employee is working for an organization whose values go in alignment with the strategy values, then the employee has an indirect contribution and it is not necessary for them to know more about the strategy." (Respondent 5, personal communication, May 4, 2020).

It was further stated that only the strategic level needs to understand what is happening with strategy while other parties can just participate indirectly. However, this was seen to cause a lack of shared perception of the strategy at different levels and this created challenges in achieving collective actions. The management level respondents associated the lack of shared understanding of the strategy among all level employees to the fact that they have different strategies that they focus on and so it is difficult to communicate effectively all the strategies.

4.4.2 Unclear Benefits

At employee level, the lack of understanding of the benefits of inter-organizational communication among the employees makes them not to know how to contribute towards the communication. The employee level respondents explained that they did not understand the importance of certain organizational communications and this affected their motivation towards the implementation of these communications.

The management level respondents explained that because of lack of collective identity, the benefits of the communications towards the implementation of the strategy are not usually clear to all level employees. Respondent 6 explained: "The lack of understanding of a shared benefit between communicators implementing certain actions creates a challenge in the process of communication" (Respondent 6, personal communication, May7, 2020). The respondents

explained that the benefits of communicating are not usually clear and shared among all level employees and this causes lack of commitment to communication among all employees.

4.5 Norms

Organizational values and culture are the themes that are emerged when norms are taken into account, and it was only found at the employee level.

4.5.1 Organizational Values

The culture was identified as a challenge in the communication process. The respondents explained that inter-organizational communications towards the implementation of the 2030 strategy are usually affected by differences in culture among organizations, cities or people. Respondent 8 stated "One challenge is usually that different organizations have a different culture, this also applies to the personal culture which may bring challenges in working together." (Respondent 8, personal communication, May 7, 2020). Managing differences in culture were therefore seen as a challenge. Respondent 4 also stated: "Culture is always a constraint because you have a personal culture, organizational culture, and national culture and you don't know which culture to align to in an organizational communication." (Respondent 4, personal communication, May 4, 2020).

Another dimension of the culture that was mentioned is that it is cultural for people not to speak out when things are going wrong. This was mentioned by respondent 2 who stated: "when things go wrong people just ignore them and do not speak out. This brings a challenge to inter-organizational communication." (Respondent 2, personal communication, May 2, 2020).

4.6 Political Influence

The study found that political influence was a major aspect that brought challenges in inter-organizational communication towards the implementation of the open Addis Ababa City Development, 2030 strategy. Both the management and employee level respondents explained that political influence is usually a challenge because joint venture organizations always have to accept what the politicians want. This may not always be in-line with what needs to be done at that particular moment.

The management level respondents felt that political influence was a challenge because politicians want to take more responsibilities in the strategy and want to take over what the organizations are doing. Moreover, they also stated that although politicians want to take responsibility, they sometimes do not really know what needs to be done. Challenges in inter-

organizational communication process were suggested to political influence in that sometimes the joint venture organizations implement things that are they don't really want to because it came from the politicians.

According to respondent 6, "The politicians sometimes just assign tasks to organizations without really considering if the organizations are right for the job and how that might affect results ... people are also scared to oppose what politicians say for fear of losing jobs" (Respondent 6, personal communication, May 7, 2018). It was said that the politicians have not really handed power. Even if they state so, there is always a political influence in the implementation of the strategy.

This is in-line with what employee level respondents highlighted, as they explained that even though the government mandated the region to be responsible for their development and to make the strategy, there is still a challenge with balancing the interests of the political sphere with the interest of the region. Respondent 2 expressed said, "politicians usually forget what they agreed upon." The employee level respondents further stated that some joint actions do not work because of different interests at political levels.

Respondent 4 shared the same view. She explained, "Even though the vision was agreed on, there is a layer in organizations that are influenced by politics." (Respondent 4, personal communication, May 4, 2020).

The respondents also mentioned the change in political power and office as being a challenge in inter-organizational communication towards the 2030 strategy. They expressed that some inter-organizational communications exist over a long period of time, and the change in power may affect the effectiveness of the communication and attainment of results. Respondent 4 said, "We do not know who the leader in the next four years will be if what we are currently integrating for and implementing will not be an area of priority in the new government then the relevance of our integration will be questioned therefore affecting the functionality." (Respondent 4, personal communication, May 4, 2020). Political influence was found as causing challenges in the inter-organizational communication process.

CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussion and conclusion of the findings correlated to the topic: **investigating the challenges of inter-organizational communication between Addis Ababa city roads authority and water and sewerage authority**, taking into account the goal and objectives of the study. The chapter ends with recommendations based on the findings as a contribution to solve the problem investigated.

5.2 Discussion of Findings

A wide diversity of themes emerged from each of the aspects of communication in relation to challenges in inter-organizational communication. The wide diversity of the results could suggest to the different views of respondents i.e., employees and management level. In addition, there are challenges in both management and employees' levels in a communicative process. Some of these challenges are similar at both levels which others are different.

However, challenges were found more in management level than in employee level. This was associated with the fact that managers are more engaged in communicative processes of the strategy. For example, nature of communication, the structural complexity, and many others.

With regard to the similarities and differences in the challenges, even similar challenges were perceived differently at management and employee levels. For example, even though, leadership was perceived to be a challenge in the governance aspect in both management and employee's levels, the employees perceived inadequate leadership skills and competencies within their organizations a challenge in inter-organizational communication because it leads to a failure in building a communicative culture and motivating collective intelligence. Resulting in employees not feeling engaged and involved in the entire process and thus, lack of clarity about their contribution to the strategy.

This goes in alignment with (Amah & Ahiauzu, 2013), who indicate that leadership influences employee involvement and organizational effectiveness. Reversibly, the managers suggested to leadership challenges as a result of having different leadership styles within communicating organizations; some more efficient than others. This is in line with the founder of Cross Current Communication, Shery Sever who emphasized the importance of leadership and said that communication is a social imperative that needs right people in the bus and in the right seats

(Coleman, 2009). The differences in the perception of the challenges at different levels, however, reviewed the complex nature of communication and a need to communicate efficiently at all levels of the organization in order to have effective communication.

Further, the theoretical framework used for this study (Thomson and Perry, 2006), presents the five basic aspects of organizational communication (governance, administration, autonomy, mutuality, norms) as separate entities. However, the challenges in the inter-linkage between the aspects, Political influence was also major dimension causing challenges in the communication process.

The inter-linkage between the communication aspects shows how challenges in one dimension could affect other dimensions. Inefficient communication as part of the administrative dimension. For example, was linked to several other challenges across different dimensions including lack of clear objectives, lack of clear responsibilities, governance challenges, and collective identity.

This is in line with (Towler, 2003), who also found that communication is the utmost essential key to great leadership, employees' motivation, clear goals and achievement of individual, team and organizational goals. One notable example on the effect of communication was that the management level believed that only the strategic level should be involved in the communication of the strategy and did not believe that it was necessary to involve and engage employees as the strategy was complicated to be communicated at each level. On the other hand, the employee level respondents expressed that they felt left out of the strategy and did not really know if their work contributed to the strategy or not due to inadequate communication. This was seen to bring a lack of clear objectives, responsibilities, and lack of collective identity.

In addition, the inter-linkage between the dimensions was also expressed when the complexity of the activities involved in the city integrative communication was seen to lead to the complex structure and hence difficulties in communicating clear sub-strategic goals and objectives which in return affects competent employee's inclusion in collective decision-making processes.

A study by (Jacobson, Charters, and Lieberman, 2010) supports this as it states that much of the contemporary theorizing about the complex organization is connected with the issues of the ways in which individuals and sub-units can be integrated into the larger structure. Some organizations are more likely to allow the realization of individual and group goals while others limit the opportunity employees have to feel included as part of the structure and make it difficult for

them to contribute effectively to the larger group purpose. The complex structure hampers cohesive action and stifles initiative, participation, and innovation. Other authors (Hudson, 1999; Kaats & Opheij, 2014) also highlight those structures, processes, and technologies that do not support inter-organizational communication can create difficulties.

As explained in the model, political influence is a major challenge in communicative organizational communication as it influences other aspects immensely. Political influence was seen to cause challenges in inter-organizational communication because the communicating organizations needed to balance political interests and strategic objectives. Politicians were also said to assign tasks to organizations without considering if it is the right organization for the job or not, making it hard to determine clear objectives and responsibilities, therefore, causing some challenges in governance, administration, and even autonomy.

However, the severity of political influence was seen more in public sector organizations as these were said to be in direct link with the government and politicians who had an impact on the inter-organizational communication objectives. (Yesilkagit and van Thiel, 2008) in their study said, "We find that formal autonomy does not reinforce de facto autonomy; organizations with less autonomy report higher levels of political influence when policy autonomy is concerned; and that organizations with more autonomy report higher societal influence on their financial autonomy" and this supports what the empirical data of this study found.

There are also contradicting views emerging from the study. For example, in regard to the nature of inter-organizational communication, empirical data shows that the lack of informal relationships fails to hold communicators committed to a specified goal but on the same time the lack of informal communicative relationships suppresses creativity and innovation that tackle needs.

The informal communication was seen to cause challenges while at the same time it was seen as beneficial in the communicative process. This, however, supports what is published by (Donahue, 2014) as he stated that a certain minimum of formality seems increasingly imperative while also informal agreements and implicit cultural codes in organizational communication maybe important even though they are hard to analyze or recognize.

As an inference, this research goes in alignment with previous researchers as it shows the importance of practicing different styles of inter-organizational communication, but it also adds that these differences create different norms that affect how each sub-inter-organizational

communication regime identifies shared effort and responsibilities including performance indicators for effective communication actions and behaviors, formation of shared objectives and establishing agreed to report cineraria in regular basis. The study also set out to investigate if trust causes challenges in the inter-organizational communication process.

Regardless, (Coleman, 2009) said in his book about the successful communication that trust is not a significant challenge in an inter-organizational communication process and even though the trust is low among organizational communicators, they can still be productive if they integrate for an identified and shared objective. In the study's framework, the findings indicate that trust was not really a challenge as communicating organizations were invited by the city to communicate towards the strategy because they have the relevant experience and contribution. This coincides with (Stuart, 2012), who state that trust is affected by the history in inter-organizational communication relationships. Even though trust was not directly linked to challenges in the communication process, the lack of transparency was linked to causing trust issues.

5.3 Conclusion

In an effort to investigate the challenges in inter-organizational (at employee and management level) using different communication towards the implementation of the Addis Ababa City Development, 2030. This study concludes that challenges do exist in all five aspects of inter-organizational communication (governance, administration, autonomy, mutuality, norms) at both management and employee level.

Despite the fact that there are challenges that are only present at one level while others at both employee and management level. In line with the (Thompson and Perry) theoretical framework, the study added political influence as an important dimension in the organizational communication process. Political influence was seen to cause challenges in inter-organizational communication because the communicating organizations needed to balance political interests and strategic objectives.

The study also concluded that there is an inter-linkage between the different aspects of inter-organizational communication and proposed a model to show this linkage. Even though political influence was found as a major aspect in this study, it is hard to determine whether this only applies to inter-organizational communication towards the implementation of a strategy or that it

applies to all kinds of inter-organizational communication. I recommend that further research should be done to investigate this aspect.

5.4 Theoretical Contribution

The theoretical contribution of this study includes that there are challenges in both management and employees' level in inter-organizational communication. Some challenges are similar while others are different. Furthermore, another contribution is that the five aspects of the (Thompson and Perry, 2006) model are not independent as presented in the model but rather influence each other. The political influence is an additional contribution of this study as a major dimension in inter-organizational communication.

5.4 Practical Recommendations (Based on the Views of the Respondents)

1. For inter-organizational communication to be successful, trust does help, but understanding the "local context" of a communicating organization is critical. It is necessary to understand every organization's culture, structure, and regulations because without an understanding of this local context, poor communications occur.
2. It is important to include all of the stakeholders on important decisions that affect them by inviting them early to an opportunity to learn from each other.
3. Organizational communication is integral to meeting the goals of each task. Therefore, teams need to facilitate a welcoming environment for new ideas that come from the input of each participant. Each contribution offers unique views of an issue and foster connections between leaders and employees and it also enhances inclusion.
4. Build an Environment of trust. Leaders have to set an example for this behavior through offering open and transparent communication with other team members. It is recommended for them to embrace a communication style that supports free sharing of information between team members.
5. Clear expectations need to be identified at the beginning of every communicative project or action. This can be implemented by defining "rules of engagement" for communicators that clearly states the proper ways to interact, as well as what is expected from each communicator. For example, communicators can participate in any online discussions about tasks that they are involved in and each team member is expected to respond to direct communications from others within 24 hours. Further, each team member is expected to complete the tasks they have agreed to or let other team members know about a changed situation as early as possible.

6. Begin with small tasks that provide the empowering experience of accomplishment for one communication because it is important to know those small achievements to continue communication.
7. In order to build a trustful environment in communication, pay attention to formality and details while setting expectations by crafting clear agreements and including a process that supports getting back to agreements when conflicts occur. When communicators have different implicit expectations for a communication action, a lot of conflicts occur. Therefore, it is recommended to create a template on a shared workspace and include clear intent and vision, roles and responsibilities, promises that include what each person agrees to do what and by when, the time the agreement will be effective, values that each communicator contribute in and gets out, structured communication, identify the challenges and fears, shared understanding about the necessity to renegotiate when external circumstances happen and every objective cannot be anticipated. Further, include the consequences when promises are broken and the value lost if a collaborative action is not completed for individuals, organization and society. Also, agree on an attitude of resolution and an agreed resolution process when conflicts rise.
8. Team building is highly recommended in the context of city inter-organizational communication. It allows teams to know each member's role; what expertise, experience, and work style each brings; and each other's work context such as other work assignments or extraordinary external and political pressures.
9. Make sure that a common understanding on how organizational communication applies to each member's contribution to the big scope is achieved. This will speed up the results of collective work and identity. Also, the accuracy of communicative action accuracy will increase.
10. Create a community of focus to motivate people so they know what to communicate about by creating baseline of documents, blogs, and determine at least two objectives that go in alignment with the community main objectives. Also make it easy and possible for people to find and add content by establishing a proper information design and create a dynamic place where communicators can find needed information and are empowered to create their own communities that focuses on new areas of interests. But always keep the interests in line with original objectives and reward experts for their knowledge and commitment. Further, promote this community through existing communication channels.

11. Identify and resource people who are responsible for developing a communicative culture and can identify organizational communication opportunities and can build a process of integration in a systematic way.

12. Create an introductory program that can be used as a tool to help new people who enter a communicative platform in the context of city development, adapt organizational communication practices smoothly.

13. Leadership should focus on fostering and facilitating a constraint-free environment to encourage productive interactions and achieve the identified objectives.

14. It is recommended for politicians in the city to have a helicopter view of the current communication practice.

There are several communication platforms practices towards the city developmental strategy. Each platform includes several organizations who communicate for shared objectives that belong to that specific platform which works on one aspect of the overall strategic goals. There is a steering group who represents each platform and act as facilitator and moderators between a communication platform and politicians.

These people at steering groups should play a significant role in communicating the progress of the strategy and motivate politicians to have conferences or equivalent to be updated on the progress of the current actions towards the regional strategy. Also, to be aware of each platform goals, resources, status reports, budgets, etc. in a timely manner. An effective communication plan should be structured to help politicians support the strategy properly and avoid and facilitate rules and regulations based on facts rather than assumptions.

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Appendix

Interview Questions for communication experts and directors of the two organizations

These interview questions are designed to collect relevant data to assess the **Inter-organizational communication between Addis Ababa City Administration Road Authority and Water and Sewerage Authority?**

Therefore, you are kindly requested to provide your genuine and complete response to the following questions.

Your cooperation is highly appreciated in answering the questions genuinely.

I. Demographic details of participants

1. Name/code -----
2. Sex -----
3. Age -----
4. Your work position in the organization -----
5. Your work experiences -----
6. Educational Qualification-----

II. Interview Questions for my research that focused on my research objectives

1. What are the specific challenges of inter-organizational communication between Addis Ababa City Administration Road Authority and Water and Sewerage Authority?
2. How are the specific challenges between these two organizations managed?
3. What are the channels that Addis Ababa City Administration Road Authority and Water and Sewerage Authority used during inter-organizational communication?
4. How these organizations use the inter-organizational communication channels?
5. To what extent the channels are effective in inter-organizational communication?
6. What are the levels of management involved in inter-organizational communication between Addis Ababa City Administration Road Authority and Water and Sewerage Authority?
7. To what extent the effectiveness of inter-organizational communication is perceived by these two Organizations?