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**ADDIS ABABA UNIVERSITY**

**SCHOOL OF JOURNALISM AND COMMUNICATION**

**DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC  
COMMUNICATIONS**

**ASSESMENT OF INTERNAL COMMUNICATION PRACTICES THE  
CASE OF ETHIOPIAN BROADCASTING CORPORATION/EBC/**

**BY:**

**HAYMANOT GENENE**

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**ADDIS ABABA**

**Addis Ababa University**  
**Graduate School of Journalism and Communication**

**Assessment of Internal Communication Practices; the Case of  
Ethiopian Broadcasting Corporation**

**By**

**Haymanot Genene**

**Advisor**

**Amanuel Gebru (PhD)**

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**Addis Ababa**

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**School of Journalism and Communication**

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**Approved by the Board of Examiners:**

Advisor: \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

External Examiner: \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Internal Examiner: \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of Chairman \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

## **Declaration**

I declare that this research paper that entitled assessment of internal communication practice in case of Ethiopian Broadcasting Corporation is my own work and has not been presented for a degree in any other university. I follow research code of conduct throughout the work of this study and all source used for this thesis have been duly acknowledged.

Signature\_\_\_\_\_

Name\_\_\_\_\_

Date \_\_\_\_\_

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## **ABSTRACT**

*Internal communication is used to provide an effective flow of information between an organizations, departments and colleagues. This research assessed the practices of internal communication and its challenges in case of Ethiopian Broadcasting Corporation .The researcher used a qualitative research approach, an in-depth interview, document analysis, and observation to gather data. The results of the study show that EBC's internal communication has good beginnings, but there are many problems that need to be fixed. Communication directions: in a certain way, it is applicable, and depending on the department, the leadership, competence and awareness, there are differences and gaps. The result of the study shows that no attention is paid to the use of communication instruments as a tool. In addition, EBC's internal communication, as a media, requires a strong internal communication for the success of its work the existing communication, however, has not been focused by the management and the lack of attention for work to strengthen internal communication has been confirmed in this study. On the other hand, it has been seen that the employee has a lack of awareness and technophobia in EBC's use of communication technology. In general, EBC needs to work hard to strengthen internal communication, and the current communication is only done to discuss work matters because the work is mandatory. Recommendations that would contribute for improving the internal communication were given by this research*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

Organizations are the outcome of universal or group cooperation to achieve common objectives through coordinated actions. As a result, organizational communication focuses on achieving organizational structure and establishing collaboration (Littlejohn & Foss, 2011). In reality, whether on purpose or by accident, we are all members of one or more groups (Pearson et al., 2011).

As a function of communication, which is a fundamental feature of human nature, individuals, small groups, societies, and other living things cooperate (Masresha, 2020). Communication is currently a key component to creating and maintaining relationships between a company and its internal and external stakeholders (McCroskey, 2005)

This study aims to assess the practices of organizational communication in the Ethiopian Broadcasting Corporation /EBC/. In this study, corporate communication is recognized because of sending and receiving messages among related people in a particular setting or environment to achieve personal and social norms. In organizations, people communicate face-to-face, in writing, and through media (Masuku, 2012). To effectively cooperate with its audience, Ethiopian Broadcasting Corporation must evaluate how it uses internal organizational communication???

Information and interaction transferred within an organization's sections and units, as well as the Environment in which it operates and accomplishes its objectives, are known as organizational communication (Ince, 2011).

According to the definition given above, the researchers assured that organizational communication is a social process involving the sharing of ideas, beliefs, and information among the organization's staff members. The organization's vision, missions, and goals can be attained with the help of these concepts, ideas, and truths. According to Margolis (2021), organizational communication practices are the behaviors and activities of an organization.

So this thesis is to examine the organizational communication of the Ethiopian Broadcasting Corporation. Ethiopian Broadcasting Corporation (EBC) is the oldest media outlet in Ethiopia and it was established in 1964 by Emperor Hailesillase. Now a day EBC have three television channels and two radio mediums. There are many divisions and departments. At this time there 1370 employees only at EBC head office. Therefore, at this big organization these employees and divisions need an effective system of internal communication.

So this study identify the type of organizational communication that is practiced at Ethiopian Broadcasting Corporation, types of communication channels to communicate with internal customers. And assess challenges of internal communication practice of Ethiopian Broadcasting Corporation.

## **1.2 Statement of the problem**

According to Davis (2010), an effective organizational communication practice within the communication division is crucial because, without communication within the organization, everyone may do what they assume to be "right," which is subjective and unjustifiable. This means if there is effective internal communication the goal of an organization is successful directly or indirectly. Because, the organization's vision, missions, and goals can be attained with the help of communication (Margolis, 2021)

Furthermore, the current study is carried out to look at the analysis of organizational communication in the Ethiopian Broadcasting Corporation in order to improve the practices of organizational communication within the organization since there is challenges of internal communication practices.

Dawit (2021), studied the PR and internal communication practice of EBC and he found that the organization pays less attention to PR practitioners. PR at EBC was established as a group by only three practitioners, not as a department. Additionally, communication channels are not used properly and relationships between employees and management could be poor because of lack of internal communication practice. Dawit in his study used a mixed method approach. He used both qualitative and quantitative methods, but a mixed method approach in nature its surface study does not examine the subject matter in-depth as a qualitative, so this study used a qualitative approach and this makes a difference from the previous study.

One of the objectives of Dawit's study is to examine the practice of PR at EBC in addition to internal communication, and he conducted interviews from PR practitioners. The result of the study showed more about PR practice of the organization and my study focused specifically on practice of internal organizational communication. This is another gap from the previous study.

A study by (Shiferaw, 2014) showed that, more than half of Ethiopian Airlines employees were unsatisfied with the organizational communication practice in the organization. Employee dissatisfaction over issues such as not getting recognition to organized organizational communication practice in the corporate, increased team working in their work through communication networks, and other practical factors led to this research. According to Shiferaw the main cause of ineffective communication in Ethiopia Airlines was attributed to a lack of trust among employees.

Additional studies have been done on the impact of organizational communication practices on workers' motivation (Bizuwork, 2020) and the effectiveness of organizational communication practices in boosting worker productivity. The examination of this study demonstrated that the Ethiopian Ministry of Revenue and the Ethiopian Police University College do not engage in effective organizational communication channels, that inspires employees (Tenaw, 2021).

As a result, managers are unable to give their employees regular feedback, the message, orders, and information that comes from top management for employees are inconsistent, and the information that comes from departments is also confusing and inconsistent.

Therefore, this study looked at organizational communication practices in the Ethiopian Broadcasting Corporation. Previous studies had looked at the assessment of organizational communication effectiveness on employee motivation and engagement. Additionally, mixed techniques were used in every study that has previously been reported. While the current study solely used qualitative techniques because it was evaluating organizational communication practices, it was also evaluating corporate communication networks.

### **1.3 Research questions**

- 1 How effective is the Ethiopian Broadcasting Corporate internal communication?
- 2 What are some of the internal organizational communication directions followed by the Ethiopian Broadcasting Corporation?
- 3 What are communication technologies that used EBC to improve internal communication practice?
- 4 Which organizational communication tools are used by Ethiopian Broadcasting Corporation?

### **1.4. Objective of the Study**

The general objective of this study was to assess internal organizational communication in the Ethiopian Broadcasting Corporation.

#### **1.4.1 Specific Objective**

- ✓ To evaluate the practice of internal communication of Ethiopian Broadcasting Corporation.
- ✓ To identify organizational communication directions used by the Ethiopian Broadcasting Corporation.
- ✓ To investigate how communication technologies are used to improve organizational communication practices in the Ethiopian Broadcasting Corporation.
- ✓ To determine the methods of organizational communication used by Ethiopian Broadcasting Corporation.

### **1.5 Significance of the study**

The study help people to understand how organizational communication is used in the Ethiopian Broadcasting Corporation and offers ideas for improving this practice so that, employees can more effectively advance the practical and theoretical objectives of the company. The study is important to gather the facts required for Ethiopian Broadcasting Corporation's top management to use efficient organizational communication techniques to meet the company's future goals. In addition, the study is important for everyone to understand how to apply organizational communication in the disciplines of the Ethiopian

Broadcasting Corporation and it served as a baseline for later studies on the subject. Additionally, the study makes a significant contribution to information on the effective approach of corporate communication practice. Finally, the study's findings encourage more in-depth investigation to be done in order to develop a deeper knowledge of the problems.

### **1.6 Scope of the study**

This study's focus was only on the Ethiopian Broadcasting Corporation head office using cross-sectional data from this year. The study focused on evaluating organizational communication practices in the workplace and how they applied corporate values from a variety of angles or parameters. The researcher has been working in the company and hoped to have complete cooperation from journalists and coordinators because they have background knowledge about communication and concerned about this. This is another reason to limit the research to this corporation.

### **1.7 Limitations of the study**

Since organizational communication is such a broad and sophisticated subject in the context of organizational communication practice, one research project cannot address all components of corporate communication. This study limited its focus to just the most essential components of corporate communication practice in the Ethiopian Broadcasting Corporation. The study was geographically limited on EBC head office only because it's difficult to cover all branches of the company financially and in terms of lack time.

### **1.8 Organization of the Paper**

To make it easier to read and present the study logically, the paper is divided into five chapters. The first chapter covers the introduction, the background of the study, the statement of the problem, the research objectives and research questions, the scope of the study, its importance, and its limitations. The review of previous research and the theoretical framework are the main focus of Chapter 2. The research technique is presented in Chapter 3; Chapter 4 includes the presentation and analysis of the results. The study's conclusions, recommendations, and findings are included in chapter five.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITRATURE**

#### **2. Definition of communication**

According to (Winarso, 2018), the concept of organizational communication becomes crucial for people inside a company when communications within the company are necessary to ensure that everyone understands the information being presented to them and to make those who communicate feel satisfied. The capacity of people to communicate clearly with others about their job, what they desire, and what they think determines corporate, social, and personal pleasure.

According to Greenberg (2011), communication is the act of conveying one type of information (message) to another person, group, or organization (receiver) when communication within the organization is necessary to ensure that everyone in the organization has a shared understanding of the information being presented to them.

In general, communication is the most important component of every organization since without it, it would just be a collection of inefficient people, things, and procedures. As a result, the efficiency of organizational communication practices depends on the effectiveness of communication, which also supports the company.

Communication promotes the flow of valuable information obtained from the environment to multiple departments, organizations, and individuals in addition to integrating various sub units. Existing communication systems must be updated in accordance with the organization's structure, size, performance, location, and services as it expands since communication becomes increasingly crucial (Kondalkar, 2006). Accordingly, different authors define communication in different ways, even if they all seek to describe it for the development of businesses since good communication produces effective managers, and successful organizations are built by successful employees.

## **2.1 Organizational communication direction**

By using the Ethiopian Broadcasting Corporation as a case study, the researcher in this study aims to combine the idea of internal communication orientations with the practice of organizational communication. Because effective communication is essential part of how employees collaborate and coordinate their efforts, to achieving the goal. Additionally, communication goals can support in interaction test between parties or in influencing perceptions and even human behavior. In companies, communication has far more varied functions. At least eight important functions are served by communication objectives, according to Greenberg (2011, p. 325); this is mentioned in their book "Organizational Behavior."

### **2.1.1 Directing actions**

Managers must interact with their subordinates to give those instructions, provide feedback on their performance, address issues with them, offer encouragement, and other things. This is because directing action requires communicating with others so that they respond in the desired way. However, directing action, which refers to a process or technique of instructing, motivating, guiding, advising, supervising, and leading individuals towards the accomplishment of organizational goals, is denied in management principles throughout the life cycle of an organization (Juneja, 2015). Managers work as leaders and deliver orders to their staff through inspiring, supervising, directing, and interacting with them. Therefore, setting direction, communicating, and leading are all parts of the directing function. In addition to giving instructions, directing includes checking up on workers while they are at work, inspiring them to perform more effectively, and assisting them in achieving organizational objectives (Mahajan, 2020). His author describes the significance of guiding in the following manner.

**To initiate action;** -When their managers deliver those orders and directions, work for them as employees in an organization, officially begins. If this directing function is carried out correctly, it leads to a unity of direction and the achievement of the organization's goals. The supervisors direct the activities of the workers towards the organizational goals.

**Integrate employee efforts:** - An organization has many workers working at different levels and in a variety of job roles. Although the employees' authority levels and job assignments may vary, all of the jobs in the organization are comparable because everyone is employed by the same company.

**Means of motivation;** -Managing involves more than just giving commands and directives to staff members; it also involves inspiring the greatest performance possible from them. It encourages employees to give their great job and makes them feel a part of the company. It also helps to inspire employees to put up their best efforts in achieving organizational goals.

**Bring stability and balance to the organization;**-Managing constantly aims to create organizational balance. The directing function guarantees that there is a balance between the attitudes that employees develop as a result of working at various levels.

**To facilitate change;** -Many workers take their time adopting the changes. Seniors guide younger people while giving guidance, thus the changes can be accomplished more quickly through the directing role.

### **2.1.2 Coordination or linking**

Coordination or linkage is "A pattern of action in which help is mutual and two or more individuals, groups, or institutions work together toward common goals for their mutual benefit," according to the dictionary (Greenberg 2011) .Individuals and groups must coordinate their efforts and activities for organizations to operate effectively, and communication makes this possible. The term coordination refers to coordinating the efforts of several departments to reduce conflicts because coordination is crucial and failure to coordinate could result in departments working in directions that are not coordinated or at separate times, leading to conflict. Consequently, the coordination function enables a coordinated effort to accomplish a shared objective. To achieve maximum performance, all departments in an organization must work together as a single unit. A typical definition of coordination is "integrating or linking together diverse components of an organization to accomplish a shared goal" or "integrating or linking together different resources to reach a common purpose," according to (Kral, 2007).Organizational studies, which includes all aspects of management (including human resources, operations, and marketing management), and computer science, which also includes allied topics like information technology, are the

two main disciplines that contribute to the study of coordination. In light of the fact that coordination is, as its name suggests, the unification, integration, and connectivity of group members' efforts to achieve unity of action in pursuit of shared objectives, coordination and linking are therefore essential for effective and efficient communication practices within organizations.

### **2.1.3. Building relationship**

Interpersonal relationships must be developed through communication. Communication skills are essential for creating relationships and encouraging trust. Social networking technology can contribute to a comfortable work atmosphere. However, these chances are frequently restricted since they interfere with workers' ability to execute their jobs. Although each interpersonal relationship is distinct in its own way, they all share certain fundamental traits. Building relationships inside an organization necessitates several relationships, claims (Greenberg, 2012, p. 406). These include psychological agreements and trust, both of which are crucial for forming partnerships. A person's beliefs and expectations regarding the responsibilities shared in a work relationship are included in psychological contracts (or any other relationship for that matter).

**Sensitivity to others:** Until this week, UPS's culture was strict and unforgiving of its customers' requirements. It operated with a certain amount of arrogance and required clients to conform to its ways. In today's UPS culture, customer service and satisfaction are highly valued.

**Interest in novel concepts:** Traditionally, they have gone through rigorous orientation programs to make sure they are fully prepared for their interactions with guests. Most of the time, the behavior is pre-written to encourage employers to select candidates with a sense of humor.

**Willingness to take risks:** Some businesses, like the Bank of America, have a culture of only making the most secure investments for their clients.

**The value placed on people:** Similar to how they perceive machines, some businesses only value their employees inasmuch as they aid in production. Such firms are thought to have poisonous organizational cultures where employees do not feel valued.

**The openness of the available communication channels:** At some businesses, like Yahoo!, employees are expected to make decisions on their own and communicate with everyone necessary to complete the task, even if doing so requires going directly to the point.

Organizational effectiveness and efficiency depend on understanding their culture because doing so entails comprehend the attitudes, behaviors, and values of their workforce. This facilitates the development and resolution of the organization's numerous difficulties as well as the employees' performance of their everyday tasks.

#### **2.1.4 Inter-organizational linking**

People communicate with representatives of other organizations in addition to other members of their own organization. This enables businesses to coordinate their efforts in order to accomplish shared objectives, such as those of joint ventures. All the organizations that engage with it effectively or potentially make up this collection of links, which serves as the set of all the ties connecting one organization to another and serves as the distinctive identity of that organization. As a result, an inter-organizational linkage is the collection of all the organizations connected by a particular kind of interaction and created by identifying their shared connections (Fujimoto, 2004).

Thus, rather than developing accidentally, the links are frequently formally constructed, managed, and goal-directed. The development of health will be facilitated by whole linkage or networks (i.e., purposefully established coordinated, goal-directed networks). Different from serendipitous networks, which typically have no common theme or goal and frequently require the cooperation of multiple organizations to provide effective care, multi-organization networks or linking are formed and evolve primarily as a result of dyadic connections between social actors (Janice K. Popp, 2014). The inter-organizational connections inside a company are crucial to its success, particularly in terms of the capacity for coordination, control, and performance. However, one important aspect that impacts the organization's effectiveness and efficiency is how these connections relate to one another.

Garbett 1988, argues that a conceptual framework for the planning, directing, and carrying out of inter-organizational interactions must find a balance among a number of different factors, including formal and informal inter-organizational interactions. As the name suggests, inter-organizational linking connects several groups of organizations together, and coordination is a

key component of an organizational practice's effectiveness. The inter-organizational connectivity is crucial because people inside an organization handle a wide variety of tasks. Through coordination and connection, a line manager can prevent potential conflict between staff, duplication of effort, cut down on waste, and conserve resources. In order to accomplish the required organizational goals, coordination and harmonization of the work of many personnel and departmental operations are crucial.

### **2.1.5 Presenting an organization's image**

Broad audiences receive messages from the organization about itself. To draw in potential clients, for instance, they provide information about their goods and services. These modes of communication are intended to convey specific perceptions about oneself to large audiences. "Shared meaning, attitudes, knowledge, and opinions of organizational stakeholders as they are influenced, at least in part, by organizational communications" are all parts of a company's "corporate image." In other terms, a company's image is what it projects and how others perceive or understand it. Internal and external stakeholders both create and sustain an organization's image simultaneously. Stakeholders are shaping impressions of the organization even as it deliberately works to project a certain image of itself (Massey, 2015)

Images of organizations develop through conversation between stakeholders and organizations, not just through one-way communication that ipso facto creates the ideal perception in the target audience's head (Erdem, 2013). Organizations should use strategic communication with stakeholders to encourage some images and oppose others since organizational images are dialogical in nature. Additionally, the firm image presented must be as realistic as possible, and it is crucial to choose and highlight those qualities that align with the business's strategic aims.

It is described as people's imprecise connections and conceptions of an organization that reflect their overall mental reactions to it, the way they see it, and their opinions of it. As a result, people's vague connections with and perceptions of an organization, as well as their knowledge of and views about it, make up its organizational image. In today's highly competitive market, products and businesses from the same sector are growing more similar to one another (Andreassen & Lindestad, 1998). It is frequently challenging to compete through the provision of services because services cannot be quantified in terms of how they

are delivered. Customers today demand products of a higher caliber, brand loyalty, excellent post-sale service, and facilities. In order to increase relative attractiveness, superior service quality and a strong company image are goals.

### **2.1.6 Generating, promoting ideals and values**

The purpose of communication is to effectively develop and share ideas. For instance, communication facilitates the generation of innovative approaches when brainstorming with others. There are numerous organizations that "stand for something" and have goals that need to be effectively communicated. For instance, the National Organization for Women (NOW) exists to support women's full participation in society. For this objective to be heard, understood, and ultimately successful, communication is crucial.

Designing and promoting new products, developing marketing strategies, and writing persuasive advertising copy all depend on the idea generation (ideation) concept. The front end of new product development, often known as the "fuzzy front end," is where new ideas are generated and is widely regarded as the most advantageous leverage point for a business. Great ideas must be developed in order to design and implement effective strategies. Some methods for doing this include knowledge collecting and creative idea creation approaches, sample polls, discovery sessions, and brainstorming to provide ideas that assist brand growth (Toubia, 2006 P. 425).

The creation of a new product demands specialized concept generating strategies and promotional mix components. The services of idea generation, which in turn generates new business ideas for brands, are greatly benefited by organizations wanting to develop new methods and strategies for enhancing their current product line or enterprises introducing new items. Strategies for obtaining information and generating creative ideas are used to create ideas that assist brand development. These techniques include sample polling, discovery sessions, and brainstorming. Techniques for idea generating are essential for developing new products. The services of idea generation, which in turn give brands fresh generation company concepts, are beneficial to companies looking to improve their current product lines or start new enterprises (Toubia, 2006 P. 425).

## **2.2 The role of technology; computer mediated communication**

According to Anil Kumar (2017), computer-mediated communication is the creation, distribution, and reception of information that facilitates communication, such as the ability to encode, decode, and transmit messages using telecommunications technologies. Additionally, any interaction between people conducted through a digital media is a sort of computer-mediated communication, including instant messaging and e-mail.

Contrarily, CMC is "a process of human communication via computers, involving individuals, placed in specific settings, engaging in processes to shape media for a variety of objectives," according to a December 1997 article. Computers may interact directly with humans, such as when visualizing data, hence they are a medium of communication. Data communication is the act of transmitting information that has value and is encoded in digital code. Technology serves as a means of data communication by acting as a source of information, a circuit for information, and a connector. Communication can also take place when the language formats are similar.

(Greenbreg, 2011) states in his book "Organizational Behavior" that differentiating between various computer-mediated communication modes can be done by analyzing how communication occurs in synchronous or asynchronous ways.

### **2.2.1 Synchronous communication techniques**

Synchronous communication techniques are therefore a type of communication in which the parties can send and receive messages at the same time. The term "video-mediated communication," which refers to conferences in which participants can hear and see each other via computers, is one of the key components of synchronous computer-mediated communication approaches. People frequently collaborate these days even though they are physically located in different locations. This is so that people may communicate more readily and share information in real time, regardless of where they are physically located.

### **2.2.2 Asynchronous communication techniques**

However, asynchronous communication strategies require that messages be sent and received in order between the participants. The most widely used asynchronous communication methods are email and instant messaging. It is uncommon for researchers in public relations

to carry out thorough analyses of reducing technologies. Trade journals have written about the variety of technologies employed in public relations, but they have done so interestingly. In organizational communication studies, public relations studies, and mass media-new technologies study, the phrases new /technologies, emerging technologies, computer-mediated technologies, and so forth have also been used, occasionally without a proper definition. Electronic mail, electronic bulletin boards, interactive floppy diskettes, interactive video discs, and electronic bulletin boards are a few of the interactive and computer-mediated media that public relations professionals use.

On the issue of organizational communication, experts are now examining how new technologies impact it. Organizational communication has historically research examined the communication differences between various organizational types. The result is Organizational communication has improved according to the new approach in terms of effectiveness, convenience, and Therefore, it is crucial to look at both organizational communication itself and fields of study that look at how it has affected organizational effectiveness. The result is Computer-mediated communications, or new technologies, have their advantages and influences in Organizational communication and public relations (Leonardi, 2008).

#### **2.2.2.1 Email**

The word "e-mail" refers to a system where users of personal computer terminals communicate with one another online. Furthermore, it is the primary method of conveying information, such as the data required to coordinate efforts among individuals and workgroups. Email is frequently used for short, factual messages (such as notices about upcoming events or scheduling changes).

Since email allows for the virtual implementation of various operations, it is a vital mode of communication for reaching a large geographic area without significantly expanding physical space. It also makes it possible for more electronic employee interaction. E-benefits—low mail's cost, quick communication, and ease of use—as well as its "technical neutrality" reduce the likelihood of communication distortions brought on by disparities in the parties' professions, genders, or races (Quaresma, 2013). Nowadays, it is typical for people and companies to work remotely while communicating electronically in order to develop new

ideas, solve challenging organizational issues, suggest new organizational strategies, develop new services, or manage projects.

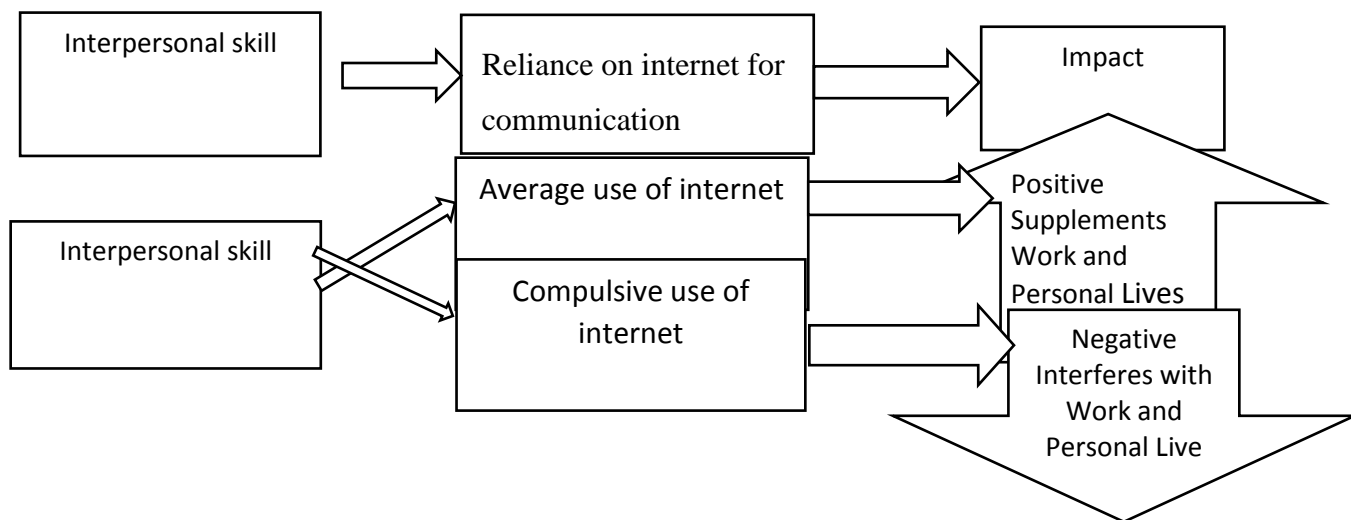
Email has advantages and disadvantages. One advantage is that it's a good way to communicate with employees or clients. In contrast to a phone call or meeting, when everyone must schedule time, an email may be sent and received whenever it's convenient for them, increasing the likelihood that contact will take place. On the other hand, email has gained popularity quickly, and less customized communication, like sales marketing Workgroup members prefer to email a colleague rather than coming across the office to interact in person (Bosamia, 2013). Customer service representatives send automated emails to potential customers to contact them and confirm their purchases.

#### **2.2.2.2 Instant Message**

Instant messaging is a different type of asynchronous communication that has grown in popularity recently. It describes the act of typing messages into boxes that appear on a screen and sending them to another person via the internet. Nowadays, individuals utilize instant messaging (IM), one of the most significant Internet apps, for a variety of purposes, including social, business, educational, and personal ones. It is a method of communication that enables users to instantaneously share digitally-based information with one another, including text, audio, and video, and to keep track of a list of people's availability across a computer network like the Internet. Any real-time communication is referred to as instant messaging, which is a sort of computer-mediated communication (CMC).

Instant messaging have both benefits and disadvantages, including the ability to link individuals regardless of their geographic location and the ability for coworkers to send and receive messages in real time without physically coming together. As a result, the team can discuss the work report in the instant chat session. This allows for the creation of a virtual meeting space without the need to physically collect everyone in one. Instant messaging is excellent since responses come quickly, but it does take away from the face-to-face, personal feeling that comes with speaking to someone in person. Disadvantage of instant messaging is that you cannot tell how someone is feeling through it and are unsure of who you are speaking to, which can be risky if you are in a potentially dangerous situation.

According to Greenberg's citation in Winarso (2018), using computers for communication has both advantages and disadvantages. The internet, in particular, has a significant impact on a person's interpersonal abilities; if one makes the most of it, they can utilize it to complement their careers and advance in their life. Positively, people can communicate online with people they might not otherwise be able to. The diagram is shown in the next figure.



Source: (Caplan, 2005)

## 2.3 Instruments of organizational communication

As it is commonly known that communication is essential to organizational survival and growth, this fact has functioned as a stimulant for the creation of useful tools for analyzing and measuring communication in companies. According to Christensen (2014), a review of the literature and a pilot interview study were used to extract and test five kinds of organizational communication tools.

### 2.3.1 Social Contact

Respondents discussed contact between coworkers and the leadership team, contact among coworkers, and ultimately a threat to an organization caused by disruptive behavior between coworkers and leaders in the first category of organizational communication tools. The importance of distinguishing between levels, that is, between interaction with central leadership and communication with the nearest leader during times of restructuring or change, was also emphasized by the respondents (Christensen, 2014)

### **2.3.2 Central Leadership**

According to Goldhaber (1999), interpersonal interactions, attitudes, and skills are the main focus of organizational communication. Additionally, the social aspect of corporate communication has been highlighted by other scholars. Moreover, it was stated by (Johnson, 1992) that social connections are still another crucial component of the organizational communication structure. According to (Towers, 2006), companies would need to create proper relationships between the leadership and the employees if they wanted to attain employee engagement.

### **2.3.3 Information**

Information, particularly its content, quality, timing, and structure, was the subject of a third extracted category. It was underlined in earlier study (Johnson, 1992; Tukiainen, 2001) how crucial it is for employees to use the communication tool. During training and reorganization, communication and information are crucial for maintaining employee job satisfaction (De Nobile & McCormick, 2008).

### **2.3.4 Influence**

Respondents stressed the importance of their perceived influence, participation in decision-making, and the role of labor unions, particularly during times of restructuring and transition, in the fourth category, which dealt with influence. According to Wilson (1991), participation is the degree to which a person actively participates in the planning, carrying out, and controlling of their work as well as in influencing processes and outcomes to achieve desired goals.

### **2.3.5 Barrier to the improvement**

The fifth category dealt with impediments to effective communication procedures and obstacles to communication enhancement inside organizations. Previous research has shown that the operation of communication teams is impacted by relationships, norms, policies, and resources or the lack of them. According to Koontz (2001), communication issues are frequently signs of more serious issues, such as inadequate planning, unclear organizational goals, communication overload, poorly stated messages, a lack of understanding, and bureaucratic hostility. A significant obstacle to an organization's development as it can lead to

feelings of worry, nervousness, insecurity, information-sharing and effective communication techniques may make these sentiments worse (Waddell, Cummings, & Worley, 2007).

## **2.4 The validity and reliability**

Communication auditing is the process of evaluating present communication procedures to identify what actions should be made to enhance them. Several tools have been created to assess internal organizational communication in Ethiopian Broadcasting Corporation such as, internet, forum, message, employee social network, team bonding and video chat based on this line of reasoning (Downs, 1994). In terms of communication division focus, the present corporate communication measures are varied and accomplish various goals. In order to adopt organizational instruments, the communication section of Ethiopian Broadcasting Corporation wanted to develop, reliability-test, and certify a measure of organizational communication.

The range of corporate communication indicators that have been created reflects the range of the discipline's uses. These instruments are divided into three groups by (Downs, 1998): comprehensive instruments, communication process instruments, and organizational outcomes instruments. These in-depth tools examine communicational behavior on a broad scale. They are the organizational communication development audit questionnaire, the communication satisfaction scale, the organizational communication scale, the organizational culture survey, and the ICA audit. Instead of taking a broad view of organizational communication, organizational communication process tools frequently concentrate on particular aspects of it. Conflict, mentoring, competence, load, and management communication are the top five topics discussed. The third group of instruments focuses on measuring organizational outcomes including dedication, commitment, and productivity using measures like the Organization Identification Questionnaire (Coric, 2021).

## **2.5 Challenges of practicing organizational communication**

In essence, it's a technique to interact with people who are concerned about the organization's activities both internally and externally. It serves as the basis for comprehending almost all human interactions within organizations and serves as a tool for knowing the complex communication patterns that are present there (Njomo, 2013).

Early definitions of organizations mainly focused on a collection of people cooperating to attain production-related objectives; in modern times, communication has taken on a prominent role in the coordination of individual efforts to create, communicate, and pursue organizational goals. An alternate perspective, however, asserts that communication is the core of organizational construction and that organizations can be built and recreated through dialogue between members of social systems with formal and informal boundaries and negotiated identities (Elizabeth Jones, 2004).

In order to respond to financial challenges, companies are increasingly expected to change their internal structures, procedures, and interactions with their markets, according to Cheney (2001). Communication processes are continually evolving to reflect and bring about the ongoing changes in structures, procedures, and interpersonal interactions. Organizational communication includes the same range of communication as the field of communication as a whole because the breadth and complexity of an organization cause communication processes that varies from individual to mass. Therefore, according to (Lewis, 2007), absenteeism, a lack of a shared vision, and poor or ineffective organizational communication all contribute to employees' lower productivity, dissatisfaction, and demoralization, which increases their chance of leaving. The research utilized to examine the difficulties faced by Ethiopian Broadcasting Corporation in practicing organizational communication in each of their separate communication divisions is mainly centered on the difficulties of organizational communication.

## **2.6 Review of empirical studies**

This section discusses empirical research on organizational communication practices, particularly as it relates to the division of Ethiopian Broadcasting Corporation internal communication. Ethiopian Airlines is the focus of (Shiferaw, 2014) analysis of organizational communication practice. Ethiopian Airlines was used as a case study in order to evaluate the usage of corporate communications in sustaining employee performance. Data were gathered using a variety of tools, including questionnaires and in-depth interviews. Three hundred eighty-one (381) workers of Ethiopian Airlines completed the questionnaire. Interviews were also conducted with Ethiopian Airlines' chief employee engagement officer. The results showed that Ethiopian Airlines staff members are well knowledgeable of the value of

communication in their day-to-day work. Additionally, the internal communication policy encourages staff to have open and productive discussions. However, the results indicated that they are not effectively communicating, and as a result, the majority of employees are not satisfied with their company's performance in terms of intra-organizational communication. Even though Ethiopia has a strong foundation for efficient communication, the country failed to provide the necessary practice for the business. The fundamental point to make here is that the organizational communications of the huge organizations Ethiopian Airlines and Ethiopian Broadcasting Corporation are essential to facilitating both internal and external communications and reaching their targets.

Furthermore Organizational members now establish, maintain, and modify the organization through complicated and ongoing processes known as organizational communication. The case study of Ethiopian Police University College is discussed in this essay in order to evaluate the impact of organizational communication on employee motivation (Bizuwork, 2020).

This study discovered that there is insufficient organizational communication regarding employee motivation. For instance, 90% of survey respondents think that organizational communication is ineffective and employee motivation is not successfully implemented in the firm, and they evaluate the issues as unsettled. The findings show that the managers' messages do not inspire the employees who are now employed by the university college. Strategic managers are developing an open system of communication and employee incentive in order to realize the efficacy of organizational communication in the University College. Due to the several industries where organizational communication has been investigated, it appears from the above data that Ethiopian telecom's organizational communication procedures are either ineffective or effective.

## **2.7 Theoretical framework**

In this study, the researcher combined system theory and internal organizational communications practice. Applying system theory is crucial since this theory explored how effective organizational communication practices are in building good organizational communications. Organizations are successful when they select and accomplish objectives

that are necessary to both their own interests and the interests of the strategic public in their environment (Grunig & Ehling, 1992).

The general system theory was introduced in 1968, according to a biologist named Ludwig von Bertalanffy, in his book *general systems theory: foundations, development, and applications*. According to this view, all living things are interconnected. Since it offers a broad analytical framework (perspective) for viewing organizations, the system approach has a more legitimate and appropriate attitude in organizational communications, claims Booth (1986:86). Since then, the notion has been applied to academic disciplines including physiology and history. Therefore, systemic approaches acknowledge the critical part that communication plays in ensuring effective operation between different parts and subsystems within the organization.

Wholeness, hierarchy, and feedback, which are thought to establish the identity and function of the parts, are three main elements of systems theory that have been proven to influence corporate communication research (Weckowicz, 2002). An organization is made up of many interconnected elements, which indicates the organization's parts work together to form a whole.

According to Miller, 2009 the concept of an organizational structure implies that hierarchical rules are used to organize relationships inside an organism. This explains how the organization can develop relationships and subsequently stay on top of issues. In this regard, components of the main systems are arranged into subsystems in order to form the whole system, which in turn operates within a larger environment by giving feedback to decision-makers within an organization. The systems theory, on the other hand, is constructed on a foundation of interconnectivity and interdependence, constituting the basis for communication as well, according to Salem (1999:62).

The purpose of this study was to examine whether the systems theory could be used to measure the impact of organizational communication techniques on employee productivity. Systems theory is appropriate for the study since Ethiopian Broadcasting Corporation has organizational structure with several departments that work as a unit and all personnel working towards a shared goal.

## CHAPTER THREE

### 3 RESEARCH METHODOLOGY

The research approach used in the study is presented in this chapter. The expected common components of the study, such as the research paradigm, research design, research approach, data-gathering tools, sampling techniques, the population of the study, the data collection process, and the data analysis techniques to evaluate the practice of organizational communication in the Ethiopian Broadcasting Corporation, are thus, addressed in separate sections.

#### 3.1 Research paradigm

The word paradigm is used to define a researcher's "worldview" in the field of communication research (Mackenzie & Knipe, 2006). This worldview is the point of view, school of thought or system of beliefs that guides how to study facts that are understood or interpreted. Or, as Lather (1986) argues, a study paradigm inevitably reflects the researcher's viewpoints on the world they already live in and the one they aspire to. It consists of the underlying ideas and precepts that guide a researcher's worldview, interpretations, and behavior in that universe. To determine the research methodologies that were employed and how the data were examined, the researcher evaluates the methodological components of their research study through the conceptual lens. Denzin and Lincoln (2000), who are considered the fathers of qualitative research, define paradigms as human creations that deal with first principles or, in the end, reveal the researcher's perspective when constructing the meaning that is embedded in the data.

According to Lincoln and Guba, constructivism's ontological paradigm as well as the interpretive paradigm (1985). Because studies in the social sciences frequently call for an interpretive epistemology and a constructionist ontology, qualitative researchers typically hold that "reality is socially built" (e.g., Guba and Lincoln, 1989); social conduct is also influenced by socially produced norms. They struggle that it is crucial to "get near" to their research subjects through participant observation to personally experience the subjective aspects of the phenomena they are studying. The researcher is referred to as the "instrument of data collection" in qualitative research since they ask the questions instead of utilizing a

typical instrument or measuring devices, such as collects The researcher gathers the information, makes interpretations, and documents what is seen while continually attempting to understand the subjects of his or her observations from the perspectives of the participants, natives, or actors. The researcher gathers the information, makes interpretations, and documents what is seen while continually attempting to understand the subjects of his or her observations from the perspectives of the participants, natives, or actors.

### **3.1.1 Interpretivism paradigm**

To incorporate human interest into a study, interpretivism also known as interpretive— involves researchers interpreting various study components. Therefore, "interpretive researchers assume that access to reality (given or socially constructed) can only be made through social creations like language, consciousness, shared meanings, and tools. The Interpretivist paradigm's main goal is to comprehend the subjective nature of human experience (Guba & Lincoln, 1989). With this method, an effort is made to "get inside the heads of the subjects being studied," so to speak, and to comprehend and interpret what the subject is thinking or the meaning that she or he is implying from the surrounding circumstances. Every effort is made to try to know the viewpoint of the subject being observed, rather than the perspective of the observer. Understanding the individual and their perspective of their environment is stressed.

### **3.1.2 Constructivism paradigm**

According to Honebein (1996), the constructivism philosophical paradigm is a theory that holds that people learn about the world through having experiences and then reflecting on those experiences. The analogy or foundation that humans develop or construct most of what they learn via experience serves as its foundation (Cashman et al., 2008; Hein, 1991). A constructivist paradigm says that knowledge is socially constructed by people involved in the research process and that researchers should attempt to understand the complex world of lived experience from the point of view of those who live it. According to constructivists there is no other type of learning, so constructing meaning is learning.

### **3.2 Research approach**

The researcher applied a qualitative research approach to gather important data for this study's assessment of organizational communication practice in the Ethiopian Broadcasting Corporation.

The qualitative research method, according to (Kothari, 2004: 5), is concerned with a personal evaluation of the respondents' attitudes, opinions, and behavior. Additionally, the researcher's perceptions and insights play a role in the study process in such a situation. Such a study strategy produces findings that are either non-quantitative or that are not submitted to a thorough quantitative chemical analysis. Additionally, Crotty (1998) listed several presumptions while discussing the qualitative research methodology, including the notion that humans generate meaning as they interact.

Open-ended questions are frequently used by qualitative researchers so that participants can express their opinions. We all are born into a world of meaning that is given to us by our culture. Humans interact with their world and build upon it in favor of their historical and social perspectives. Thus, by physically visiting this location and acquiring information, qualitative researchers aim to comprehend the context or setting of the individuals. Additionally, they interpret what they discover using their personal experiences and educational backgrounds as a guide. The basic process of meaning creation has always involved social contact with human society. The majority of the qualitative research procedure was inductive, with questions about meaning being answered by the study's data. Individuals are typically cross-examined in-depth in the qualitative research methodology to determine how they have personally met oppression (Creswell, 2014).

### **3.3 Research design**

Due to the study problem, which evaluates the practice of organizational communication in the case of the Ethiopian Broadcasting Corporation, the researchers applied a case study research approach to this study. In case studies, the case is currently constrained by time and activity, and the researcher gathers detailed information over an extended period using a range of data collection techniques to examine a program, an event, an activity, a process, or one or more individuals in depth (Stake, 1995). This study's methodology was chosen because it best

reflects the conditions during the time of the study in terms of data collection, analysis, description, and interpretation. A case study is used when we evaluate and define, for instance, each person individually, institutions, or an issue (or numerous problems), process, or event in a specific institution in detail, according to Sagadin (1991). Due to this, the researcher analyzed the Ethiopian Broadcasting Corporation Organizational communication practice.

### **3.4 The population of the study**

The employees of the Ethiopian Broadcasting Corporation at the head office are 1370 in number. The population of this study is mainly composed of employees. The researcher conducted interviews with 10 (Ten) selective employees, using maximum purposive sampling. Since journalists have background knowledge about communication, this study used journalists while they have spent much time on communication practice from different aspects. Additionally, the primary source of data for the study was communication tools or materials created and shared online by the corporations with the public.

### **3.5 Data collection instruments**

According to Richards (1994), the triangulation of information shown to be achievable during data analysis, and the application of various instruments increases the information acquired. Researchers can apply. The right data gathering tools will be used in this study to meet the stated objectives are both primary and secondary sources will be used to get the data.

#### **3.5.1 Primary data sources**

In this study the primary data sources will be used.

##### **3.5.1.1. In- depth interview**

Data were gathered in the first stage using a qualitative case study approach using semi-structured interviews. Thus, by looking deeper into participant perspectives, the qualitative data and its analysis were refined and those results were explained. A qualitative data gathering tool called an in-depth interview enables the researcher to get detailed, rich information (Kothari, 2004). As a result, a semi-structured interview was used in this study. According to Dawson (2002), a semi-structured interview gives the researcher the flexibility

to go deeper into any new information that could surface. In chosen journalists from three EBC channels and two radio mediums a total number of 420 to learn more about the current practice of communication, and detailed interviews with 10 carefully journalists to gain facts about the practice of internal communication in EBC.

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#### **3.8.1 Non-participant observation**

According to Creswell (2009), there are four different kinds of observation: participant as an observer, non-participant as an observer, totally as an observer, and completely as a participant. For this study, the researcher used an observer who might be either a participant or a non-participant. Non-participant observation, however, is a style of observation in which the researcher is conscious of his or her function and can capture data as it comes in without getting involved. Researchers don't interact directly with the people they are studying; instead, they gather information by observing and collecting field notes remotely, avoiding direct

contact with the participants. Additionally, although these exchanges are brief, the researchers also engage with the individuals, and Creswell hopes to play an impartial role as much as possible during the process (Creswell, 2009).

### **3.8.2 Secondary data sources**

The researcher obtained secondary data about the study to achieve the study's goals. The information was gathered from both published and unpublished sources, including books, reports, thesis papers, and journal articles. This aids the researcher in verifying and cross-checking the conclusion of the primary data.

### **3.9 Data collection procedures**

As previously discussed, the study used methodologies such as in-depth interviews, document analysis, and observations to gather data. As I processed this data collection, I used various techniques. For instance, I initially transcribed the audio for the in-depth interviews. Following the transcription of the data, the researcher began to underlining significant quotations that were significant to the research questions and the study objectives, which resulted in the development of themes that were important to the research questions. According to the number of interview participants, interviewees were assigned codes, such as ("Interviewee," "One," "Two," "Three," "Four," and "Five,"..... etc.). For document reviews, I used a cross-sectional study time zone (just one for the academic year 2014–2022) to gather information from sources such the following: (news articles, editorial policy and social media pages of the Ethiopian Broadcasting Corporation. Reviewing documents can be very helpful when trying to recognize an organization's guiding principles. They could be websites, other promotional materials, annual reports, mission statements, codes of conduct, policy documents, etc. Hancock, Ockleford, and Winddridge (2009).

### **3.10 Data analysis procedure**

In this study, the themes that emerged from the data presentation and analysis serve as mirrors of the research questions. The open-ended interview portion's qualitative data were evaluated thematically. Immersing oneself in the data to become familiar with it, looking for patterns and themes, looking for various connections between data that can help the researcher understand what they have, visually presenting the information and writing it up, are typical

steps in the analysis of qualitative data (Kawulich, 2015, 96). What they have, visually presenting the information and writing it up, are typical steps in the analysis of qualitative data (Kawulich, 2015, 96). Most crucially, it was suggested by Boyatzis (1998) that qualitative data may be interpreted using thematic analysis, which is based on the common topic of data. It is employed to examine qualitative data and methodically learn more about a person, an encounter, a group, a circumstance, an organization, or a culture. Additionally, this study used a quote form to assess the directors and a detailed interview with a journalist on organizational communication practices in the instance of the Ethiopian Broadcasting Corporation.

### **3.11 Ethical consideration**

Any researcher should consider their access options carefully, as well as any potential ethical issues that can develop throughout the course of their research (Saunders et al., 2009). An effort was made to conform to the general guidelines of research ethics throughout the research procedure. The purpose of the study and closeness of the information provided by the respondents were explained to them in advance, and they were asked to provide truthful information willingly. The absolute best common care was used when registering sample replies to statistical software to prevent errors in data entry and processing.

### **3.12 Reliability and validity of the study**

Examining trustworthiness is a crucial step in ensuring the validity and reliability of qualitative research, as the validity and reliability of a research report are at the core of the concepts mentioned. Through reliability and validity, one may establish high-quality studies. When evaluating (testing) qualitative work, it is necessary to modify the traditional canons of good science to consider the facts of qualitative research, as proposed by (Golafshani, 2003 p. 10). Additionally, qualitative validity describes the steps taken during the research process to ensure that the findings are accurate. As a result, the researcher can improve the validity, reliability, authenticity, and credibility of the research findings by using specific qualitative validity strategies. One of the biggest advantages is validity, as was already discussed, one of the biggest advantages of qualitative research is its validity, which depends on evaluating whether the results are true from the viewpoint of the researcher, participants, or readers.

The researcher therefore used as many validity procedures as necessary to increase the correctness of the results and persuade readers of the topic under examination. In this scenario, triangulation is often a method (test) for improving validity and reliability in qualitative research, whereas validity in quantitative research is particularly unique to the test to which it is used. Triangulation has become a crucial methodological issue in naturalistic and qualitative evaluation to control bias and establish valid propositions because traditional scientific techniques are incompatible with this alternative epistemology. Using multiple methods, such as observation, interviews, and recordings, will result in a more valid, reliable, and diverse construction of realities (Golafshani, 2003 p. 10). Considering previous, qualitative research is typically more trustworthy and valid.

- The researcher created themes by combining the aforementioned participant information sources with other data collection tools, which improved the validity of the findings.
- The test to which triangulation as a technique of methods (test) for boosting validity and reliability is used determines the measurement of reliability and validity in quantitative research.
- The researcher also conducted a follow-up interview with participants to increase the factuality of the findings by probing them further about organizational communications and allowing two of them to offer their opinions on the entire analysis process and results.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

In this chapter, the key findings of the topic under investigation are discussed using information gathered through qualitative methods of data collecting. Five leading themes have been developed based on the study objectives, and information was gathered through an in-depth interview. Thus, the first theme discusses implementation of internal communication, followed by the second theme's discussion of organizational communication's directions, the third theme's discussion of organizational communication's effectiveness when technology is used as a communication tool, and the fourth theme's exploration of organizational communication's tools for putting internal organizational communication practices. Finally in the fifth theme's discussion about challenges of implementing internal communication at EBC. In order to achieve and fully implement internal OC in the Ethiopian Broadcasting Corporation the problems of implementation have been resolved, and an in-depth analysis of the obtained data has been carried out.

#### 4.1. Socio-Demographic Characteristics of Interviewees

**Table1, Interviewees' Socio-demographic Composition**

|                                    |                     | frequency |
|------------------------------------|---------------------|-----------|
| Sex of interviewees                | Male                | 5         |
|                                    | Female              | 5         |
|                                    | Total               | 10        |
| Work experience of interviewees    | 3-10 years          | 5         |
|                                    | 10-20 years         | 3         |
|                                    | Above 20 years      | 2         |
|                                    | total               | 10        |
| Level of education of interviewees | BA degree           | 7         |
|                                    | MA degree           | 3         |
|                                    | total               | 10        |
| Position of interviewees           | Coordinators        | 4         |
|                                    | Editors             | 4         |
|                                    | Reporters/producers | 2         |
|                                    | total               | 10        |

The above table lists the socio demographic structure of the study's participants, and more specifically the interviews, according to their sex, age of experience, level of education, and position within the company. According to sex category five interviewees were male and the left five are female. Work experience of interviewees ranged from 3-10 years is 5, 10-20 years is 3 and above 20 years is two. Regarding the level of education of interviewees seven were first degree holder and the remaining three were master's degree. As a result all interviewees were BA degree and above. Regarding the position of interview participants four were coordinators or leaders, another four were editors and the remaining two were producers.

## **4.2 Implementation of internal communication in Ethiopian Broadcasting Corporation**

Communication is very important not only between people working together for a common goal, but also for people in general to live together. For people who work together for a common goal, how does the work do? Who should we communicate with in what way? As a media, how the news or program should reach the audience is determined by internal communication, so as a media, internal communication is not only important, but also a very essential tool.

The study found that EBC internal communication practice when we divide it by time, the leaders of 4 years ago had limited communication with the employees and their doors were closed for communication. Now at least there is a change of being open to communication. But the level of change is less and beginning Work-based communication is based on organizational hierarchy and reaches the employee using communication technology from top to bottom.

According to interviewee no.10 the immediate superiors are willing to discuss face to face, they are available. There is also the habit of exchanging short and clear messages on the phone. We practice smooth and friendly communication.

In EBC, for an employee to be effective and reach a better level, or by opposite side work being unsuccessful, the ideas and support given by the internal especially by leaders are very important.

Regarding on this interviewee eight expressed as;

“For example, what helped me reach the level of team coordinator I am now in EBC is the support and supervision given to me as a communication tool by my immediate leaders. Because when I first hired EBC, I had no journalistic experience and background knowledge, but the support given to me in the communication process every time helped me to be qualified in the profession (Excerpt an interview on August 22, 2022)

The relationship between EBC employees and managers is based on a formal structural hierarchy.

In EBC, there is no work that is designed and planned to make internal communication strong. However, as it is a media company, because the work is demanding, have a culture of having work-based discussions and creating good communication between employees and leaders. But we can see different communication gaps. The communication is not easy and direct. Information’s not address employees timely. Have not a strong team working system.

According to interviewee no 6, the employee's relationship with the leaders is seen as a commander and subordinate. In particular, I feel that the top-down communication system of EBC is dangerous to the effectiveness of the organization.

The problem of EBC's internal communication is mainly due to the fact that the house is not organized in a uniform manner and the communication strategy is not managed. As a result, there is a change of leadership every time and when new leaders come, there is a tendency to spread the new network and destroy the existing one. It is main reason. When this happens, the experience and skills of seniors are not Communication of EBC.

According to interviewee no 7, internal communication is the result of working closely with the employees, especially the middle management, but it is not the same in EBC.

“For example, when we go to a government hospital, until we get to the doctor, starting from the security guard, all asks us whether he is looking or not, but we get the right service when we approach the main doctor. EBC's internal communication has been more careful with the middle management, but it is good when it comes to division.”(Excerpt on interview on August23, 2022)

### **4.3 Direction of internal organizational communication in Ethiopian Broadcasting Corporation**

According to the study, Ethiopian Broadcasting Corporation is used in organizational communication directions for a variety of purposes, including directing action, coordination or linking, relationships, explaining organizational cultures, inter-organizational linking, presenting an organizational culture, and generating and promoting ideas and values. However, depending on the situations of company communications and leadership role of leader's matters for these organizational communication directions are used differently.

In Ethiopian Broadcasting Corporation some corporate communication directions are often employed, while others are used less frequently. Let's look at how and when each of them is used in the thematically organized conversation that follows.

Regarding on this interviewee six expressed as;

“Directing, linking and coordinating actions need leadership quality, at the same time Media management needs a leader, who motivates the journalist for more work and shows the line, but the leaders of EBC are not leaders but they are bosses who say to listen to my opinion and voice, for this reason communication directions are not commonly used in EBC.”(Excerpt an interview on august22, 2022)

In addition interviewee nine says, communication is important in directing and coordinating, its effectiveness depends on the leadership's use of communication and leadership skills. For this reason, one of the challenges in EBC is that leaders change from time to time. This is difficult for the leaders to spread and create strong communication at home.

According to (Greenberg, 2011, p 325) Effective communication must be a key component of how people collaborate and coordinate efforts to attain goals. In this situation, directing action involves communicating with others to get them to respond in the desired way. As a result, managers must communicate with their subordinates to give them instructions, evaluate their performance, talk through issues with them, offer encouragement, and other things.

However, the situation of EBC is less on using communication directions and depends on deferent variables. Such as, leadership quality of a leaders, communication skill and motivation. Regarding on this as interviewee seven clearly stated, Due to the lack of system management at home, all leadership is associated with establishing its own chain or network, and when leaders perform or coordinate their leadership role, the unhealthy behavior of using their own network is seen.

In this process, there is a need to not use existing professionals who are capable and to start everything from scratch. In this case, there is a sense of necessity because the temporary system that has been built is destroyed and replaced by a new one. For example, if there is foreign travel for work there is also a tendency to send someone who is not appropriate for the duty and therefore to do a job that is wrong.

In other case, as discuss earlier communication directions in EBC apply depending on leadership quality of the leaders regarding on this interviewee eight stated that leaders use their own communication and directing style when coordinate employees and work collaboratively.

“For example, when work directions come from the top management, after discussing about the directions as a team like the Tigrinya news team, communicates with the journalists who do the work in a humble way rather than in an orderly manner....what if we do this work in this way? If you help us with this? I makes myself part of the work in a family manner. It is not only the work done by coordinating and directing action, but being able to create effective communication is a part of the work itself, so if we achieve the communication first, the work is considered to be half successful. Through the communication process, employees can feel ownership of their work and their bosses know what their work is, and they can be made to happily and take their responsibility. Like EBC Tigrigna news team also trying to implement this. (Excerpt an interview on August22, 2022)

The study found that in EBC work-based information is distributed from top to bottom, and the employee has a culture of discussing on the information that been distributed. But, there are things to be done in influencing through debate and discussion. There is a problem of information related to work, especially until it reaches the reporter from the top management, and its content is not reached as desired. This is an obstacle to the work because when a

reporter sets out to do a job, they must have enough information about what they are doing and what they want to do.

Journalists have weekly editorial which bring their own plan and discuss among as. However some issues come from higher management which they can't change anything rather we accept as it is. Internal communication is part and participle of our work. But somehow government interfaces creates barriers to our communications .The internal communications depends on personal behaviors. They don't have a system on how to communicate between them.

According to interviewee nine, the employee rarely has the ability to avoid or change communication process ideas or tasks for reasons. Even if the media has its own editorial policy, it can exercise that editorial freedom when it has strong internal communication. Due to the lack of strong internal communication, there are cases where it is affected not only by internal but also by external influences. For example, stakeholders call to avoid a news or program. Media is the 4th government body. As a result, communication problems seen at every level as a country are also seen in EBC.

Regarding on this interviewee six noted that;

“It is a problem in itself that work-based information only goes down from the top to the bottom, and when it reaches the top management, it is added or subtracted and changes its appearance. The main one is the internal communication gap. In this way, there is a wide possibility of the information being received in a distorted manner, but the culture of discussing the information received by the journalist is an obligation required by the sector.”(Excerpt an interview on August21, 2022)

Among the major element in EBC is the implementation of organizational communication; practices are team-working and inter-organizational links. Based on this interviewee ten stated that,

“To create Strong inter-organizational linking effective internal communication is most important. Example, In EBC's experience, to make a news report, in minimum reporter, driver, camera man, content and video editors meet and involve on the job. In this process, there is a need for a strong teamwork between these professionals. In fact, all

the departments follow their own work, but they do not have a strong communication relationship. Sometimes there are disagreements at work.”

EBC has not a strong teamwork. Everyone works independently. The communication system is applied traditionally, and unplanned. Because of this, there are tendencies to blame and accuse each other. In this regard, even if EBC does not issue a communication standard, commitment of to be strong team-working is it depends on the communication skills and communication status of individuals. Those who have good communication skills will communicate better and the rest will not be effective. However, it would be better to have a uniform communication standard.

According to Fujimoto (2004), Inter-organizational linking, is the collection of all the relationships connecting one organization to another that takes on the identity of that organization and includes all the organizations with which it has actual or potential interactions.

There are different work units and departments in EBC. These departments create strong teamwork by being close. There are gaps in working. There are tendencies to be based on time and circumstances. This means that teamwork is strengthened when the top management wants to strengthen it, and there is a situation where it becomes weak when the top management does not pay attention.

Regarding on this interviewee seven clearly stated that,

“Unlike other sectors, media work involves many sectors that work together for the same purpose. For example, behind a news presenter, cameraman, director, sound professionals and others participate together. So, if these professionals do not all work together in an equal spirit, the project will not be effective. In this regard, EBC has many although it is a national Media with manpower, wide resources and potential, the team working has not been as effective as it should be due to the lack of communication.” (Excerpt an interview on August21, 2022)

On the implementation of explaining organizational culture in Ethiopian Broadcasting Corporation Interviewee six stated that,

“In terms of implementing communication that represents the organizational culture of the house, the culture in EBC is described in a negative way. For example, briefing is a media culture at the international level, but in ABC, the briefing is not strong, people do not freely express their thoughts. This is not enough discussion about work and forces to focus on other more resourceful and important issues. This is completely wrong media culture. This is not enough discussion about work and forces to focus on other more about resource and unimportant issues. This is completely wrong media culture.” (Excerpt an interview on August22, 2022)

According to (Greenberg, 2011, p. 325) an organization's culture, is made up of the attitudes, values, norms, and expectations of its members. It is a set of fundamental beliefs about an organization that are

Widely accepted by its members. Through communication with others, employees also learn how their organizations function and what is valued and what matters most to people.

However, regarding on this in EBC's organizational culture is defined by thought of individuals, when some have a positive view of their institution, while others have the opposite. The main reason for this is that the house does not have a strong organizational culture. For example there is no culture of introducing new employees and accompanying those who leave.

The implementation of generating, promoting ideal and value in EBC, interviewee six mentioned that,

I think that while the main product of media is ideas, EBC's culture of generating ideas, discussing and debating issues is very weak in terms of what is required, and the biggest reason for this is the lack of respect for freedom of expression, people's ideas are politicized, and as a result, people avoid generating ideas. As interview point out, there is a promoting and generating idea shown above in EBC, but it is not as expected, for example, there are weekly and daily briefing discussion but, they are not strong.

Where ideas can flow freely. The majority of the time, senior management demoralizes the ideas of such staff employees by failing to excite or support them to achieve their goals.

#### **4.4 Communication technologies are used to effectiveness of internal communication practice in EBC**

At this point, communication technology plays a critical role in supporting corporate communication practices through data communication. It serves as a source of information, a method of transmission, a connector, and, if the language formats are similar, an enabler of communication (Greenbreg, 2011).

Following were the interviewees' reflections on the use of technology as a means of communication Telegram for organizational communication practices in EBC, which were found to be implemented for organizational communication practices in EBC more effectively as a result of the study's findings.

According to interviewee eight, Telegram is currently the most widely used platform for internal communication by EBC. Telegram is the easiest and most preferred technology for EBC's main office staff in terms of time use and accessibility. However, not everyone uses it equally, and its use is inconsistent. For example, when coordinators have to send daily or weekly reports to Activities.

Those communication technologies may have their own problems like information fraud. However their uses are more important to us. Technology makes our communication easy and cheap. In EBC, culture of using the Telegram channel as a communication tool is becoming common now, but it is not that strong, not everyone uses it equally actively.”(Excerpt an interview on August21, 2022)

Furthermore the interviewee nine and four added; among the communication technology options that EBC has, recently it has become common for Harry to use Telegram. This is useful in terms of saving time and is useful for exchanging new information quickly, but to understand the meaning of the message, it is not necessary to navigate face to face. It is better if EBC develops its own software for internal communication efficiency. Until then, it is good if Telegram and Twitter can be used properly. Technophobia needs to be removed through training.

## **4.5 Internal organizational communication instruments in Ethiopian Broadcasting Corporation**

According to the finding of the study, Ethiopian Broadcasting Corporation is used, some organizational communication instruments while others are used less frequently. Let's look at how and when each of them is used in the thematically organized conversation that follows.

The implementation of social contact as internal communication instrument in EBC, interviewee two mentioned that, now days we don't have a social contact which promotes an attachment between us. But before we had social gatherings like *ekub* and *idir* which enabled us to know each other. As an employee, the social interaction is good, employees have the experience of sharing happiness and sadness together, but using this social interaction as a tool for internal communication is rarely seen.

Concerning the implementation of organizational communication instruments in social contact interviewee seven described as;

“Although we have the opportunity to increase the social interaction between the employees and each other, but in EBC, if it is not at the class level and between narrow groups, the experience is rare, and the use of social interactions as a communication tool is the same. A culture of exchanging information and experiences called Knowledge Cafe, which was recently started in EBC, This was a good start to strengthen internal communication, but it could not be strengthened. The culture of using other social interactions as a tool was not given attention.”(Excerpt an interview on August22, 2022)

However according to the findings as the interviewee ten mentioned that; it is not necessary that EBC's social interaction is increased and strengthened, because it is enough if employees have a consensus on basic work issues. As a result the implementation of social contacts through organizational communication instruments in EBC is less effective because, the employees don't know each other because of the number of them, and there is no tradition of introducing new comers and accompanying them when the old one leave.

According to the study's findings, it seems that organizational communication practices are not fully implemented in Ethiopian Broadcasting Corporation because the tools are not fully used. As a result, organizational communication tools are not able to cooperate to deliver a

consistent message in a cooperative manner. The usage of the most popular organizational communication tools has not always been constant, despite Ethiopian Telecom's progress in delivering uniform and consistent messages to audiences through organizational hierarchy.

## **4.6 Challenges of internal communication practice in Ethiopian**

### **Broadcasting Corporation**

According to Cheney (2001) Organizations are increasingly expected to change their internal structures, procedures, and interactions with their markets in order to respond to economic forces, Communication processes are continually altering to reflect and bring about these changes as a result of the ongoing changes in structures, processes, and connections.

Organizational communication includes the same range of communication as the field of communication as a whole because the breadth and complexity of an organization result in Communication processes that varies from individual to mass. Employees are less productive, unsatisfied, discouraged, and more likely to resign as a result of poor or ineffective organizational communication issues. Absenteeism, as well as a lack of a shared vision, also contributes to the performance of organizations.

Organizational communication has many advantages that a company uses it in various ways but, there are challenges in implementation. According to interviewee seven, in case of EBC, The hierarchy from the top management to the reporter does not have the right to conduct general discussions on the work of each period, relying on report-based communication does not strengthen interpersonal relationships. Because in different departments communication depends on work report and limited only on the issue of work and there is no strong interpersonal relationship.

Additionally, when a new structure is set up, the leadership who is removed from the position is removed with his salary and benefits, Even if someone is removed from power, his interests are not affected, and so he does not worry about the communication of the organization or the work he has to do. The other most problems about EBC internal communication is leaders do not paying enough attention to communication.

Regarding on this interviewee one expressed as;

“ Sometimes there is a communication barrier at EBC. The information that sent from top level management doesn't reach to us timely. They may forget it or they just didn't give attention. Some time you don't even know if there is live transmission from somewhere or not and bring you gust which is shameful.”(Excerpt on interview august 21, 2022)

Additionally the interviewee mentioned that, internal communication of EBC is not confidential. The organization become bulky, there are a lot of staffs they don't know each other. This creates relationship barriers.

A further explanation offered by interviewee ten that;

“The fact that the employee does not have enough knowledge about the use and benefits of technology and lack of face-to-face platforms where the employee can meet with the management every time and not establishing procedures that can strengthen internal communication are the main problems.”(Excerpt on interview august 22, 2022)

Finally, interviewee five mentioned that, it would be good if the employee-management relationship is strengthened and developed through communication. Discussions based on work in each class do not strong. The upper management didn't used to the culture of talking to the employee every time, beyond the report, so the relationship between leaders and employees does not strong. Thus, a lot can be done at least to fix the challenges described in the above.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

The aim of the study was to examine the practice of internal communication of EBC; therefore, this chapter includes an indication of the main findings, a conclusion based on the result, and finally some recommendation of the result.

#### **5. Summary of findings**

The overall finding of the study show that the implementation of internal communication in Ethiopian Broadcasting Corporation since the institution is a media house, there is a culture that is important to gain of organizational goal. But the communication that exists varies from department to departments on different existing conditions. On the other hand, the directions of coordination or linking, directing actions, generating, and promoting ideas or values are not being broadly and frequently used. While technology is used as a means of communication in EBC, it's not done effectively because the use of technology is not fully understood by all employees; even if it's determined according to interest of the persons. In general, the problem of techno-phobia and the existence of a knowledge gap have also been seen.

Additionally, there are various social interactions where employees share their sorrows and joys each departments and institution level; this social contact could not be used to internal communication. So that, many employees who do not know each other in terms of the vast human resources of the institution.

As a result of Ethiopian Broadcasting Corporation being media institution it should have strong and flexible internal communication. However, the existing situation shows that the presented communication is carried out only because the work requires it. The discussions are not developed with thought and arguments, but are carried out randomly as they say.

Finally as to challenges in practicing internal communication in Ethiopian Broadcasting Corporation because, due to the fact that the organization does not pay attention to internal communication there is no uniform communication system. This means that a different form of communication is applied in each department. For strong internal communication the

closeness and knowledge of the management is crucial but, change of the management from time to time as well as breaking the habit of a senior management and measuring with another experience is the main problem of communication practice of the house. Because of this the communication has always been the beginning.

The other and main problem in EBC is the leaders and employees have different perceptions and feelings about their institution. Although there are good beginnings, when employees mention that there are many issues that deserve attention, leaders also mention that there are better things compared to yesterday and that there are few remaining jobs. This is one of the indicators of lack of strong relationship between employees and leaders and weak internal communication. As a media institution lack of strong internal communication makes it more vulnerable to external influence because, if there is a leadership that does not have strong relationship with employees and lack of confidence external stakeholders will also be affected.

## **5.1 Conclusions**

In general, the researcher in this study examined the data by constructing various research questions to understand how organizational communication was practiced in Ethiopian Broadcasting Corporation and focused on the extent to which the organizational communication directions are applied in their communication divisions. It also investigated the efficacy of organizational communication when technology was used to conduct as a means of communication and exploring the instruments of organization. As a result, the researcher used a qualitative study approach and conducted a detailed review of the company's profile document, an observation, and an in-depth interview with intentionally chosen informants.

Therefore, the results of the study show that although EBC's internal communication has good beginnings but, there are many problems that need to be fixed.

Communication directions: in a certain way, it is applicable, and depending on the department, the leadership, competence and awareness, there are differences and gaps. The result of the study shows that no attention is paid to the use of communication instruments as a tool.

In addition, EBC's internal communication, as a media, requires a strong internal communication for the success of its work the existing communication, however, has not been focused by the management and the lack of attention for work to strengthen internal communication has been confirmed in this study.

On the other hand, it has been seen that the employee has a lack of awareness and technophobia in EBC's use of communication technology. In general, EBC needs to work hard to strengthen internal communication, and the current communication is only done to discuss work matters because the work is mandatory. But the study also confirmed that the relationship between the employees is good.

## 5.2 Recommendations

This study found that organizational communication practices in Ethiopian Broadcasting Corporation have changed in certain ways, but there is still much to be done in the future to establish efficient and cooperative communication practices. Since the majority of the interviewees had a good impression of organizational communication, Ethiopian Broadcasting Corporation should continue to think strategically about this discipline.

On the basis of the study's findings, the researcher offers the following recommendations.

- It is recommended to be progress started in the use of technology should be strengthened and provide technology training for knowledge based usage.
- Setting up face-to-face platforms where the employee can meet with the leaders every time because it is important for strengthened of internal communication by the close discussion between the managers and employees.
- Establishing procedures that can strengthen internal communication. That means it is necessary to have enough understanding about the importance of internal communication and to work hard for effectiveness of internal communication.
- The relationship between the employee and the management should be fixed that has boss style and the leaders should improve by fulfilling their leadership role properly.
- The hierarchy from the top management to the reporter should hold general discussions on daily tasks and focus on things that strengthen interpersonal relationships by changing communication based only on reports.
- When a new structure is set up, the culture should be improved so that the leadership is removed from the position with the salary and benefits. Because when people are removed from their position, if their interests do not affect them, they will not do what they have to do responsibly.
- It would be good if the employee-management relationship is strengthened and developed through communication.
- Discussions based on work in each class should be strong.

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## APPENDIX

### General Information

- ✓ Could you tell me your name please?
- ✓ What is your level of education?
- ✓ What is your age?
- ✓ Could you tell me your position in the organization that you are working in?

### Part One

### Interview Guiding Questions on the Assessment of Organizational Communication

#### Directions

1. What are the challenges of practicing organizational communications in your organizations?
2. which organizational communications directions are used in your organizations
  - A, Directing actions
  - B, Coordination or linking
  - C, Relationships
  - D, Explaining organizational culture
  - E, Inter-organizational linking
  - F, presenting an organizational image
  - G, Generating, promoting ideas and values

A

3. How do organizational communication directions are in your organizations?
4. To what extent organizational communication practice is effective in your organizations?
5. What do you think should be done for improving organizational communication practice in your organization?

## **Part Two**

### **Interview Guiding Questions on Communications Technologies are used for the Effectiveness of Organizational Communication Practice**

1. Would you please explain how do communications technologies are used for the effectiveness of organizational communication practice in your organizations?
2. Which communication technology is frequently used in your organizations?
3. How do you explain the negative and positive impact of technologies as a means of communications in your organization?

## **Part Three**

### **Interview Guiding Questions on the Instruments of Organizational Communication**

1. Would you please explain which instruments of organizational communication are used in your organizations?
  - A, Social contact
  - B, Central leadership
  - C, Information
  - D, Influence
  - E, Barriers to the improvement
2. Would you explain please which instruments of organizational communication are the most applicable for the effectiveness of organizational communication practice in your organizations?