

**Organizational Communication Satisfaction: The Case of Oromia Regional
State Government Communication Affairs Bureau.**

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This is to certify that the thesis prepared by Fikru Negewo, entitled *Organizational communication satisfaction: The case of Oromia regional state government communication affairs bureau* and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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ABSTRACT

Organizational Communication Satisfaction: The Case of Oromia Regional State Government Communication Affairs Bureau.

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The principal aim of this study was assessing the organizational communication satisfaction in Oromia regional state government communication affairs bureau. The research was undertaken in the form of a case study with the research essentially combining qualitative and quantitative research methodologies. The research data was collected by means of three methods of data collection, namely the survey questionnaire, in-depth interview and participant observation.

The study found that the overall organizational communication satisfaction in Oromia regional state government communication affairs bureau was below the standard of organizational communication satisfaction which shows weak organizational communication satisfaction.

According to the result of the study from all dimension of organizational communication satisfaction the employees show the greatest satisfaction towards the horizontal/coworker communication. The employees show greatest satisfaction with the other employees at their level or peer to peer communication in the organization.

In addition, the study found that there were sufficient forums and meeting for the communication to exist though employees seldom get feedback when they communicate to managers. Managers were not interested in hearing employee suggestions and poor integration between all communication-related issues, including interdepartmental interaction and co-ordination.

As the study found the communication flows from top down and the limited informal communication in the organization, the study recommends developing informal and multi-directional communication in the organization to increase the relationship between employees which can increase communication satisfaction between employees in the organization.

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LIST OF ACRONYMS

CSQ ----- Communication satisfaction questionnaires

ICA----- International Communication Association

OCS ----- Organizational Communication Satisfaction

ORSGCAB ----- Oromia regional state government communication affairs bureau

SPSS----- Statistical packaging for social science

Chapter One

1. Introduction

This chapter introduces the topic of the study. Hence, it establishes background of the study, statement of the problem, and research question of the study. It also deals with objective, significance, scope and limitation of the study.

1.1. Background of the study

Organizational communication is critical for any organization to function well. By the means of communication, knowledge is transferred and shared in organizations. In addition, communication is an enabler for organizational learning and it is important to continuously invest in developing organizational communication, Vaananen (2010:2)

On the other hand, according to Ince (2011:107) organizational communication is a social process that provides contact and information exchange between both departments and units of an organization and an organization's environment for the purpose of operation of organization and accomplishment of the organization's objective. This definition works the best for this paper because it is the definition that best matches the work environment at Oromia regional state government communication office. The work environment at Oromia regional government communication office consists of different departments exchanging information for the purpose of operation and accomplishments of the organization's objectives.

Miller (2003:1) says the field of organizational communication begun in the middle part of the 20th century and began to gain a foothold in the 1960s and 1970s. Today, it is a well established fixture on the academic scene and strongly influences organizational practitioners in both the private and public sectors.

Organizational researchers often seek to discover the complex etiologies of organizational communication satisfaction because communicating has the potential to affect all facets of an organization from teamwork to good organization. Satisfaction with internal communication is important in all organizations and is influenced by the quality and consistency of communication exchange, Jane A, et.al, (2010:45).

According to Hecht, 1978 cited in Ramirez (2010:13) communication satisfaction has been defined as the support provided when a communication event fulfills positive expectations. By meeting the needs and expectations of employees in a positive way, customers and guests of the organization are more likely to have their needs and expectations met. In addition, communication satisfaction has also been defined as the level of satisfaction an employee has between the overall communication flow and relationship variables within their organization.

Communication satisfaction has received considerable attention in the past twenty years. Understanding communication satisfaction can provide an ability to better improve overall job satisfaction, Liang & Back, (2006:78)

1.2. Statement of the Problem

Assessing organization's communication satisfaction provides the organisation with valuable information about their communicative strengths and weaknesses. Pincus, (1986) cited in Hopper (2009:8) says it assumed that a positively perceived communication work environment substantially contributes to organisational satisfaction.

According to Putnam, 2001 as cited in Abugre (2011: 8) although the subject of organizational communication satisfaction is gaining interest, particularly because it is very essential in all dimensions of the organization's performance yet, the existing literature on organizational communication satisfaction in the context of communication in Africa is hardly observed in the global theoretical framework.

Organizational communication satisfaction on Africa studies are either scattered or unsophisticated, although the continent's organizations have much to offer in terms of data and perspective Amanuel, (2013:2). The idea of communication satisfaction can be an important area of psychometric and theoretical interest in the context of high power distance organizations employees in many African communities, where communication can be asymmetrical, inequitable and distressful, Gebru 2006:32 cited in Amanuel, (2013:17).

Ethiopia, as an African country, is no different, and the communication practices in its government organizations bear the hallmarks of high power distance, Mekonnen & Mamman 2004:114 cited in Amanuel (2013:2).

Ethiopia scores high on Hofstede's power-distance which means people in high power distance cultures will likely expect and accept inequality and steep hierarchies. They accept an order in which everybody has a place and they require no further justification. Hierarchy in an Ethiopian organization is seen as a reflection of inherent inequalities and centralization where subordinates expect to be told what to do (Hofstede, n.d.).

On the other hand, Mengesha and Commons (2006:25) state that in Ethiopia reform documents would show that the reform does not really recognize the place of internal communication as an important part of any meaningful reform. Hopper (2009:9) says communication is increasingly becoming important in the organisational context and recognition is given to the fact that it has a major impact on organisational success.

Despite the important communication satisfaction have within different organizations, no studies have sought to explore these concepts within the Ethiopian government organizations.

Furthermore, up to the knowledge of the researcher no research had been conducted on organizational communication satisfaction in Ethiopian context except the one dissertation that deals with the development and validation of a hybrid measure of organisational communication satisfaction by Amanuel Gebru (2013) which tried to develop a hybrid quantitative audit of organisational communication satisfaction for collectivist contexts using Amos Graphics for structural equation modeling.

For this reason, the researcher tried to study organizational communication satisfaction in Oromia regional state government communication affairs bureau relating it with other internationally available literature.

Hargie and Tourish (2000:45) explain that researchers seem to agree that communication satisfaction consists of multiple constructs such as the amount of information employees receive, the receptivity of upward communication, and employees' frequency of interaction.

In Oromia regional state government communication affairs bureau the collective views and the degree to which a superior is open to idea in the organization were not investigated in the organization. Research has shown that open communication has been found to be positively associated with employees' satisfaction with the organization, Jensen (2003:24).

The other problem that should be considered in this study is the degree to which individuals receives information about the immediate work environment and the degree to which coworkers' communication and informal communication is accurate and free flowing in the organization as perceived by the employees.

As the factor of organizational communication satisfaction, the level of upward and downward communication and the level of personal feedback or individual knows about his/her performance is being judged will be investigated in the organization since it have its own impact on communication satisfaction. Katz and Kahn as cited in Long, Shawn D., and Vaughan (2012:363-67) suggested that subordinate to superior communication typically focuses on information about the subordinates themselves, their colleagues, and their work-related or personal problems; information about tasks to accomplish; or about organizational policies and practices.

Finally, since the organization is envisioned to see the highest information utilization and the people who know government information and plays their own role in building democratic system and good governance in the future, communication plays important role in the success of the organization or to reach on the vision designed. So investigating whether it is satisfying or not and its strengths and weakness in one organization is an important area of research the study wants to investigate.

1.3. Objective of the study

The general objective of the study is to examine the organizational Communication Satisfaction in Oromia Regional State Government Communication Affairs Bureau.

1.3.1. Specific objective

The specific objective of the study is:

- To assess the general communication satisfaction level among employees in the organization.
- To examine employees perceived satisfaction level of different factors of organizational communication satisfaction.

- To investigate the communication strengths and weakness of the organization across the organizational structure.

1.4. Research Questions

The following research questions were raised to enable the achievement of the goals:

1. What is the general level of communication satisfaction among employees in the organization?
2. What is the satisfaction level for the different factors of organizational communication as perceived by the employees?
3. What are the communication strengths and weakness of the organization across the organizational structure?

1.5. Significance of the Study

The study tried to assess organizational communication satisfaction in Oromia regional government communication affairs bureau. The study is useful for government bureau and other organization to know the importance of communication for the organizations activity and success.

With regard to this particular study, it attempted to examine the communication satisfaction of employees at different level and identify its strength and weakness as well. Furthermore, as a result of its practical application, it will also allow the Oromia Regional State Communication Affairs Bureau to diagnose problems and weaknesses related to communication and its satisfaction.

The study has significance to find out necessary data to allow top management to make informed, economical decisions about the future objectives of the organization's communication.

In addition, the paper has also a significant advantage for every individual worker to know the importance of communication in their daily organizational activity.

On the other hand, as the study investigate the organizational communication satisfaction in the Ethiopian context, the will be used as a corner stone for other researches on this issue.

1.6. Scope of the study

The study limited to assessing employees organizational communication satisfaction in Oromia regional state government communication affairs bureau head office in Addis Ababa. On the other hand, as organizational communication satisfaction varies from time to time as the research was conducted in a specified time which includes from March, 2014 to June, 2014.

1.7. Limitation of the study

The limitation of this study include, up to the researcher's knowledge there were no previous research available on the topic of communication satisfaction regarding Ethiopian context except the one that deals with the development and validation of a hybrid measure of organisational communication satisfaction by Amanuel Gebru (2013). The nonexistence of local literature was a limitation in the sense that this study finding could not be discussed in context.

The other limitation of this study is the unwillingness of the respondents to provide accurate information for the research. However, the researcher tried to fill the gap by using multiple methods of data gathering and giving awareness for the respondents on the importance of accurate data for the organization in general and employees in particular.

1.7. Organization of the paper

Chapter one establishes background, statement of the problem, and presents objective of the study. It also deals with objective, significance, scope and limitation of the study. Chapter two is all about review of related literature and theoretical framework. Chapter three will presents the research methodology. Data presentation and analysis is what chapter four presents. The final chapter is about conclusion and recommendation of the study

Chapter Two

Review of Related Literature

2. Introduction

This thesis was aimed at studying the organizational communication satisfaction in Oromia regional state government communication affairs. Specifically it is designed to investigate the level of organizational communication satisfaction and the communication strengths and weakness in the organization as the central emphasis of this paper. To these ends, by using organizational communication satisfaction audit such as questionnaires, in-depth interview and participant observation the research explored a study on the organizational communication satisfaction in the organization.

This part is therefore designed to review related literature in order to circumscribe the study with the given conceptual framework. This chapter includes organizational communications, communication functions in the organizations, importance of organizational communication, direction of communication, communication network, intra-organizational communication, theoretical framework and finally factors of organizational communication satisfaction and an overview about communication satisfaction audit was discussed in the review of related literature.

These topics are discussed as follows.

2.1. Defining Organizational Communication

It is important to identify the definition of organizational communication because there are many different definitions that scholars have used in the past. Sticking to one definition will allow the literature review and the study to focus on one specific area of organizational communication.

Organizational communication as an academic discipline embraces the study of symbols, messages, media, interactions, relationships, networks, persuasive campaigns, and broader discourses within an organization – be it a corporation, governmental agency, religious institution, social movement, or the like Cheney et al. 2004 cited in (Johansson,2007.p,2).

Miller, (2003:2) said organizational communication involves understanding how the context of the organization influences communication processes and how the symbolic nature of communication differentiates it from other forms of organizational behavior. It involves the fascinating intersection between the organizational context and the communication process.

On the other hand, according to Ince (2011, p. 107) organizational communication is a social process that provides contact and information exchange between both departments and units of an organization and an organization's environment for the purpose of operation of organization and accomplishment of the organization's objective.

This definition works best for this paper because it is the definition that best matches the work environment at Oromia regional state government communication office. The work environment at Oromia regional government communication office consists of different departments exchanging information for the purpose of operation and accomplishments of the organization's objectives.

Underlining or highlighting the meaning of organizational communication as defined above provides insight into the definition of the organizational communication. To further expand understanding of the organizational communication, attention must be given to the importance and functions of organizational communication.

2.1.1 Importance of Organizational Communication

Understanding the importance of organizational communication and the techniques that make internal communication successful are necessary in order to meet the criteria for a successful internal communication satisfaction plan.

According to Nathaniel (2012.p 12) to meet the criteria for successful organizational communication, it is important to understand that an organization is a unit set up to achieve certain goals and communication helps implement the basic functions of management such as planning, organizing, and control; and thus organizations can fulfill their duties.

The first essential criterion for organizational communication is decision-making by management. Altınöz, (2008) cited Nathaniel, (2012:14) says without the necessary information, problems cannot be solved, nor can a decision be reached on any issue.

Organizations cannot possibly carry out their activities without communication. In today's organizations environment, effective communication becomes a fundamental requirement. This means lack of communication that occurs in higher degrees and spread to whole organization may cause misunderstanding of the employees.

The second essential criterion for organizational communication is the way the organization is structured for communication. Studies on organizational communication presuppose the existence of flow; that is, the information should flow through the organization in such a way that it reaches all levels, to achieve the goals originally proposed. The coordination of employees is allowed by communication. Cooperation is not possible when employees are unaware of one another's needs and emotions. Duties and responsibilities must be segregated fairly to employees in an organization to enhance strong internal relations Altınöz, (2008) cited Nathaniel, (2012:14). This in fact broadens employees awareness on internal activities carried out and may help remove barriers of communication.

According to Abdullah, (2012) cited in Nathaniel, (2012:15) the third essential criterion for organizational communication is how an organization distributes information internally because organizations need to absorb needed information to function successfully. Fundamentally, proper dissemination of information requires individuals and project teams to understand how to deliver information within the organization.

When it comes to working in groups, communication is strengthened through an intergroup central channel. Further, ease of information transmission makes it possible to reach the information at the source, allowing efficient and correct decisions. Employees need information as to what needs to be done, how, and why, in order to achieve the goals of the organization Altınöz, (2008) cited Nathaniel, (2012:15).

Wehrich & Koontz; (1994, 538) cited in Turkalj and Fosic (1999:35) state that the function of communication in the organisation is to connect the employees of that organisation in order to reach mutual goals. Hence, the importance of communication in the organisation is important because of:

- The company's goal setting and their carrying out,
- The development of plans towards their realization,

- Human and other resources management in the most successful and appropriate way,
- The choice, the progress and the performance evaluation of the organisation members,
- The management, guiding, motivating and creating a climate in which people want to contribute,
- The control over realization.

After defining organizational communication and its importance, it is good to see some of the functions of communication in organizations. Accordingly let me see some of the general functions of communication in different organizations.

2.1.2. Functions of Communication in Organizations

Communication serves many functions in organizations. Fundamentally, communication within the organisational context is a data-gathering function for members as it provides them with relevant information, which helps them to understand organisational activities in order to accomplish individual and organisational change and goals, as well as the fulfillment of personal needs.

According to Richmond, et.al, (2005, p.25-26) there are different functions that seem to dominate communication in the organizational context. These functions are to inform, regulate, manage and persuade.

2.1.2.1. Informative Function of Communication

The informative function of communication is fairly self-explanatory. It is the function of providing needed information to personnel so they can do their jobs in an effective and efficient manner. People need to be informed about any changes of procedure or policy that are related to their work. Sometimes this function is accomplished by people at higher levels sending formation to people at lower levels/ and the reverse. At other times, people needing information must contact people who have the needed information to acquire it, Richmond, et.al, (2005:25).

According to Koehler et. al (1981:9) cited in Antonis (2005: 45) not only do organizations need to obtain information to adapt to changes in environmental conditions, but a constant flow of information is required by staff members to enable them to achieve organisational and individual goals.

Richmond, et.al, (2005, p.25) explains much of the informative communication in organizations is conducted in a written format. This way, a whole group of employees can be informed with one message and at one time. On the other hand, managers may decide to call a meeting once each week (or month) which is primarily of an informative nature. Most employees understand that such meetings are for the purpose of disseminating information and can be prepared to inquire about matters about which they feel they need additional information.

2.1.2.2. Regulative Function of Communication

The regulative function of communication is involved with the communication that is directed toward regulatory policies within the organization or messages about maintenance of the organization, Richmond, et.al, (2005, p.25). Communication that involves the regulative function is often not pleasant, but it is essential to the smooth operation of the organization. The integrative function of communication is focused on coordination of tasks, work assignments, group coordination, or the fusing of work units toward a common goal.

In addition, Antonis (2005:45) says the regulatory function focuses on controlling the activities of the organization to ensure its efficient operation and as such provides a set of guidelines for the management of the organization and typically includes policies, rules and instructions

2.1.2.3. Management Function of Communication

The management function of communication is directed toward the three goals mentioned earlier. It is communication focused on getting personnel to do what is needed, learning information about personnel to know them better, and establishing relationships with personnel. If one can meet the interpersonal relationship goal and the understanding goal, he or she might have a better chance at knowing "how to manage" the employees, Antonis (2005:45).

2.1.2.4. Persuasive Function of Communication

The persuasive function of communication is an outgrowth of the management function. Here the supervisor is attempting to influence the employee to do something in particular Antonis (2005:45). Whereas simply issuing an order might accomplish the same function,

this approach makes for much better relations between supervisors and subordinates. In addition, the persuasive function in an organisation also focuses on influencing members within the organisation and attempts to gain employees' co-operation and compliance in a voluntary manner, Koehler et al (1981:9) cited in Antonis (2005:46).

In addition to defining organisational communication in terms of the functions that it fulfils, and in order to understand the fundamental nature of organisational communication, it is necessary to understand the concept of communication levels, direction and networks, especially as these elements which are referred to by Duncan and `Moriarty (1998:6) as organisational communication support elements have a direct impact on communication efficiency and as such should be measured when evaluating organisational communication. By considering communication levels, direction and networks, one is able to gain an overview of how the organisation operates at a basic level.

Understanding the concept of how communication flow in the organisation provides an understanding of how the organisation operates. This is especially true if one considers that the direction of communication flow is a critical element that impact on all aspects of organisational communication.

The following section will focus on the flow of communication in the organisation since the direction of communication plays a vital role on the communication satisfaction of employees in the organization.

2.2. Directions of Communication

Mersham and Skinner (2001:40) cited in Antonis (2005:50) define communication direction as the description of the movement of communication in organizations based on the authority or position levels of the communication senders and receivers. Information and messages flow up and down as well as across the hierarchical structure of an organization.

According to Richmond, et.al .(2005, p 12) communicational flow in the organization can develop into many different directions . It flows in different directions in the organization vertically, horizontally and sideward.

Vertical communication is concerned with communication between employees at different hierarchical levels in the organization. It focuses on downward and upward communication between managers and employees, Richmond, et.al. (2005:12).

2.2.1. Upward Communication

Upward communication goes up through the official hierarchy, from the lower to the higher level in the organization. Turkalj and Fasic (1999:35) say information goes from the subordinates to the superiors. It is mostly used for sending information associated with the proposals system, employees' opinion, work insight, attitudes and problems of the employees. It is important to secure the freedom of communicating (undisturbed information flow) since the main drawback of the upward communication is message filtering.

Although upward communication is initiated by those at the lower levels of the organization, it can be successful only if those at the higher levels are willing to allow the communication to be effective, Richmond, et.al (2005, p 12).

According to Richmond, et.al (2005:12) factors that are most likely to influence upper levels of the organization to allow the upward communication to be effective. Upward communication should be positive, timely/ support current policy/ be sent directly to the person who can act on it/ and have intuitive appeal in order to go up the system without being stopped/ ignored/ or sent back down.

Positive communication is more likely to go up the system than negative. Many times employees think the negative will go through the system faster than the positive; however/ this is not the case. Supervisors try to prevent negative information from reaching their managers/ but forward the positive right up to them. If too much negative reaches a person's immediate supervisor/ it looks as if the person is not doing his or her job.

Managers try to "keep the noise level down" in their respective units. They don't want negatives going up/ so they "filter out" the negative information. They send positive information to their bosses so they are seen as doing their jobs, Richmond, et.al (2005, p 13)

Messages that support current policy are much more likely to be given attention than those that are incompatible with current policy. If a message supports current policy/ it is

easier for management to adapt it to the system. Hence/ try to generate messages that are consistent with current policies.

According to Richmond, et.al .(2005, p 13) many times messages are ignored or not acted on because they are sent to people who cannot make a decision about them. It is essential that messages be forwarded to those people who can act on them, or else communication will be ineffective.

2.2.1.1. Problems with Upward Communication Satisfaction

Randy Hirokawa (1979:86) noted that the primary problems associated with upward communication are distortion and filtering. Milliken, F., Morrison, (2003:1459) says researchers have found that 85 percent of individuals had on at least one occasion felt unable to raise an issue or concern to their bosses even though they felt that the issue was important. In essence, subordinates purposefully do not communicate information to their supervisors, which ultimately distorts the overall picture a supervisor has of what is going on in the workplace.

According to Hirokawa (1979:86) results of this early inquiry into message distortion revealed that when Individual A does not trust Individual B, Individual A will conceal his/her feelings when communicating to B about a particular issue. Moreover, concealment of Individual A's true feelings was found to be often associated with evasive, compliant, or aggressive communicative behavior on his/her part and with under- or overestimation of agreement on the issue by individual. In essence, when a subordinate is not forthcoming with her or his thoughts on an issue, a supervisor often guesses what her or his subordinates think about the specific issue.

On the other hand, Hirokawa (1979:87) says failures in upward communication in organizations have three possible culprits. The first reason why upward distortion may happen is because a subordinate doesn't trust her or his supervisor. If a subordinate does not perceive her or his supervisor as trustworthy, the subordinate is simply more likely to avoid telling the supervisor anything other than absolutely necessary information.

The second reason why upward distortion may occur is a result of subordinate perceptions of supervisor influence over subordinate's future. Subordinates who perceive a supervisor as having a great effect on their futures could react in two totally different ways. Some subordinates will be very open with communication in an effort to build a stronger relationship with their supervisor, whereas other subordinates will actually go along with whatever a supervisor wants even if the subordinate thinks it's a bad idea. In one case a subordinate could end up over communicating, while in the other case a subordinate ends up under communicating, either way you end up with upward distortion. According to Hirokawa (1979:87) the third reason for upward distortion relates to an individual's desire to move up within the hierarchy. It's one thing for a supervisor to have influence over your career path, and a completely different thing to either care or not care about mobility.

2.2.1.2. Successful Methods for Upward Communication Satisfaction

While there is no magic bullet for improving upward communication within an organization Reilly, et.al (1974:2010) believes that there are four best practices that all supervisors should engage in: establish trust, use multiple mediums, show utility, and decrease barriers. First, and definitely the most important best practice for ensuring quality upward communication, is establishing a trusting relationship with one's subordinates.

Second, Hirokawa (1979:87) recommends that managers utilize multiple strategies when soliciting upward communication. Supervisors should use a variety of strategies for increasing upward communication: routine discussion meetings, supervisor's appraisals of individual employees, manager's appraisals of individual supervisors, attitude surveys, employee suggestion programs, grievance procedures, open-door policies, and exit interviews.

The third best practice for increasing upward communication is to clearly show that subordinate input is taken seriously. Too often people become discouraged when their feedback is given and the feedback is never acknowledged or nothing is done with the feedback.

Lastly, Hirokawa (1979:88) also recommends decreasing physical barriers between superiors and subordinates in an effort to increase interaction. Based on research in Japanese organizations, Hirokawa says that Japanese managers have more effective upward communication with their subordinates because the managers spend more time on the workshop floor directly interacting with their subordinates.

2.2.2. Downward Communication

The first type of vertical communication is downward communication, that which flows from upper management down to the employees at lower ranks Richmond, et.al. (2005: 12). Downward communication generally is effective when upper levels of management are highly motivated to make it work. According to Richmond, et.al. (2005:12) there are five different elements that generally flow downward in all organizations. They are job instruction, rationale/ ideology/ information, and feedback.

In addition, Turkalj and Fosic (1999:35) say downward communication is characteristic for giving orders, broadening of ideas and communicational knowledge. It takes up a lot of time, but its most common problem is the loss or denying of information on the path through the chain of command; very often there is misunderstanding of the directions, therefore a backward connection has to be established in order to confirm the transmission of correct and full information.

Hirokawa (1979:84) noted that there are two general types of downward communication in modern organizations:

1. Information concerning the current/future status of specific aspects of the organization, new organizational policies, recent administrative decisions, and recent changes in the standard-operating-procedures; and
2. Information of a task-related nature which generally provide subordinates with the technical know-how to accomplish their tasks or assignments with greater efficiency and productivity.

While Hirokawa's two-prong approach to downward communication is fairly consistent with the type of communication that occurs in modern organizations, this type of communication was not always present, Hirokawa (1979:84).

2.2.2.1. Problems with Downward Communication Satisfaction

Downward communication is an extremely important part of any organization. However, Hirokawa (1979:85) noted that there are two primary problems associated with downward communication: accuracy and adequacy.

Accuracy of information refers to how truthful a message is that has been received. According to Hirokawa (1979:85) there are two primary ways that the accuracy of a message can be distorted. First, some messages are simply based on inaccurate information. The second way messages can contain inaccurate information is as a result of multiple people in the communication chain.

Hirokawa (1979:88) says as we know from playing the telephone game in school, when A communicates to B and B communicates to C and C communicates to D, the chances of the message becoming distorted with each passing person becomes more likely. Even in the case of serial transmission of information ($A \rightarrow B \rightarrow C \rightarrow D$) managers who are caught communicating inaccurate information can expect to have employees question their credibility. Another ramification of passing on inaccurate information is that some subordinates will start to question how connected their supervisor is to the organizational hierarchy, Hirokawa (1979:88). Basically, if my supervisor is passing on inaccurate information, then clearly he or she doesn't really know what's going on at all.

According to Hirokawa (1979:87) a second problem associated with downward communication refers to the adequacy of the information being communicated. Adequacy of information refers to whether or not the information being communicated is sufficient to satisfy a requirement or need for information in the workplace. Hirokawa (1979:88) says when discussing adequacy, there are two possible extremes that managers could swing to: communication under load and communication overload.

Communication under load occurs when subordinates are not provided enough information to complete their jobs.

According to Hirokawa (1979:89) the second problem associated with adequacy of information involves communication overload, or when subordinates are provided too much information to complete their jobs. In an ideal work environment, supervisors will function as gatekeepers of information and make sure that adequate information is passed on to a subordinate to help the subordinate excel in her or his job. Unfortunately, some supervisors do not know how to function as gatekeepers, so they pass along any information they receive to their subordinates without filtering information that is not useful for their subordinates.

In addition to Hirokawa's two primary problems associated with downward communication, there is a third problem with downward communication is utility.

Andrews and Herschel (1998:110) cited in Amanuel (2013:55) show that the following are some of the frequently observed downward communication challenges:

- Superiors' overestimation of their communication downwards
- Superiors' generous self-ratings of their communication effectiveness with subordinates
- Belief that downward communication virtually always leads to subordinate comprehension and agreement

Another major cause of low satisfaction may be information loss or distortion, which can happen as information changes hands in the hierarchy.

2.2.2.2. Successful Methods for Downward Communication Satisfaction

Some of the best practices of downward communication are follows. According to Katz and Kahn's (1966:55) First, individuals who are engaged in downward communication need to make sure that the information they are passing on to those below them is first, and foremost, accurate. If this means spending a little extra time verifying information, then verify the information.

Second, make sure that the amount of information you are passing along to your subordinates is adequate and can be utilized. Katz and Kahn's (1966:55) say to ensure that you are avoiding

communication under load and communication overload, you should do two things: filter and ask. The first thing to ensure your subordinates are receiving adequate information is filter out information that isn't necessary for your subordinates. Filtering out information for one's subordinates is not an easy task.

According to Katz and Kahn's (1966:55) the third best practice in downward communication involves the source of the message. The source of the message has a strong impact on how people interpret the importance of the message itself. He says important messages should come from the top of the hierarchy and be transmitted as directly as possible to the employees to avoid serial transmission.

The fourth best practice in downward communication involves the type of communication channels utilized for the downward transmission of a message. By communication channels, according to Katz and Kahn's (1966:55) it refers to the traditional notion of communication channels commonly held in organizations. When encoding a message for transmission through the organizational hierarchy, one needs to think about the most expedient method for delivering the message itself.

The fifth best practice in downward communication involves mindfully picking the communicative medium utilized for downward communication. There are a variety of different types of communicative mediums that could be utilized: staff meetings, one-on-one meetings, internal newsletters, employee information sheets, bulletin boards, employee handbooks, e-mail, employee social networking sites, etc... In fact, if a piece of information is extremely important, communicating the information through multiple mediums may also be important, Katz and Kahn's (1966:56).

2.2. 3. Horizontal Communication

This is communication that flows across the organization(from peer to peer to peer). Horizontal communication often focuses on employee satisfaction and employee morale. Here is where you usually can talk openly and freely about your feelings about the system and can discuss your problems with others who can identify with them. In addition, this is also the channel at which most social interaction takes place within the formal organization.

It is through the horizontal channels that you are likely to increase your knowledge, communication skills, and socialization skills. This often is where you can establish long-lasting interpersonal relationships that can assist you in becoming a better employee with a better chance of survival in the organization.

There is much more horizontal communication in organizations on a daily basis than there is vertical. According to Richmond, et.al .2005, this is a function of two things:

1. There are more employees than managers, and
2. Employees at the same level feel more comfortable talking with each other than with people at different authority levels.

In addition, Weihrich and Koontz as cited in Turkalj and Fosic (1999:36) term the horizontal and diagonal flow of information a sideward communication, because of their generic joint features. Horizontal communication appears among people of the same status within a department or among different working units, whereas the diagonal communication appears among people of the different status who are not formally connected in the organizational communication system, Fox; 2001, 41 as cited in Turkalj and Fosic (1999:36).

According to Robbins (2001:289) as cited in Antonis (2005:52) the communication that flows horizontally or laterally has defined purposes in that it:

- Provides information throughout the organization, which facilitates organisational integration. Integration otherwise might not have taken place if the formal channels as defined by the chain of command were followed and it is essential for organisational success in light of the fact that organisations function as a system, with each unit being interdependent on the other,
- Increases the speed and efficiency of organisational operations and delivery,
- Increases organisational problem-solving ability, especially as problem solving, when done within a particular unit, could ignore the impact that it might have on other units and their ability to achieve their organisational goals, and
- Provides social and emotional support for staff functioning at any particular level.

Horizontal flow of communication therefore provides an overall and more holistic view of operations and enables the various levels to integrate this bigger picture perspective into their operations and thereby enhances organisational efficiency and effectiveness.

Besides already mentioned ways of communication, there are channels through which information flow, which is very important for analyzing the communication as the element of organizational behavior.

So let me discuss communication network as it plays an important role in organizational communication satisfaction.

The issue of communication networks and flow was also been addressed in the actual research questionnaire. Furthermore, due to the fact that there could be a multiple number of people participating in any given situation, the communication process becomes a network of participants and plays a role in the employees' communication satisfaction; the next section will provide an outline regarding this.

2.3. Communication Network

Communication networks are the patterns of contact that are created by the flow of messages among communicators through time and space. The concept of message should be understood here in its broadest sense to refer to data, information, knowledge, images, symbols and any other symbolic forms that can move from one point in a network to another or can be created by network members.

These networks take many forms in a contemporary organizations, including personal contact networks, flow of information within and between groups, strategic alliances among firms, and global network organizations, Monge (2002:3).

According to Richmond, et.al (2005. p, 11) there are two primary communication networks that exist in any organizational environment. These are the formal communication network and the informal communication network.

2.3.1. Formal Communication Network

The formal network is communication that follows the hierarchical structure of the organization, or the "chain of command." It follows the formal, established, official lines of contact. In other words, Richard, et.al (2005. p, 11) says it follows the prescribed path of the hierarchical chart and tends to be explicit in terms of "who should be talking to whom and about what." The formal chart for this network often is provided to new employees the first day they walk in the door. It explains whom they report to and for what.

According to Robbins (2003: 290) there are three formal small groups networks : chain network, circle network, and wheel network.

The differences between networks are in the basic features of each network. Chain network of formal small groups mainly follows the formal chain of command, whereas the circle network has the leader as the central person for conducting all communications within the group. As opposed to chain and circle network, wheel network is characterized by openness that enables the joint communication of all members of the group. If we compare the networks in small groups having in mind certain criteria as speed, accuracy, leader emergence and member satisfaction,

We would conclude that in order to come to a conclusion, we have to wisely choose a particular form of the communication network depending on the aim we want to achieve. If we appreciate accuracy, then the chain network should be used. The small formal groups circle network is to be used if our aim involves some of its features: great speed, accuracy and high emergence of the leader. Wheel network is fast and enables high member satisfaction, Robbins (2003: 290).

2.3.2. Informal Communication Network

Informal communication network is informal communication that reflects the employees' perception concerning the organization. It often carries or asks for information that the management, accidentally or deliberately, has not formally disclosed.

On the other hand, according to Richmond, et.al (2005. p, 11) it is informal communication network involves communication that follows the "grapevine." It carries the "scuttlebutt," the rumors. Robbins (2003, 290) says grapevine consists of three main features.

Firstly, it is not controlled by the management. Secondly, most of the employees consider it more feasible and more reliable than the official notifications provided by the top management. And thirdly, it is mostly used for the self-interest of the people within it.

Furthermore, J Mishra.(1990: 215) there are eight reasons why grapevine communication exists in organizations:

1. Grapevines are faster than formal communication networks and can easily bypass individuals without restraint.
2. Grapevines can carry useful information quickly throughout an organization.
3. Grapevines can supplement information being disseminated through formal communication networks.
4. Grapevines provide outlets for individual's imaginations and apprehensions.
5. Grapevines satisfy individuals' need to know what is actually going on within an organization.
6. Grapevines help people feel a sense of belonging within the organization.
7. Grapevines serve as early warning systems for organizational crises and to think through what they will do if the crises actually occur.
8. Grapevines help to build teamwork, motivate people, and create corporate identity.

According to Mishra, J. (1990:215) while grapevines are clearly beneficial to organizations and their members, there are obvious problems with informal communication networks. The biggest problem stems out of the unreliability of information being transmitted in informal communication networks. Davis, K. (1969: 269–272) mention that research has found that information transmitted through informal communication networks tends to be 75 to 95 percent accurate.

Now that the researcher examined the nature of informal communication networks and the reasons for informal communication networks, the researcher need to switch gears and look at the types of informal communication networks.

2.3.2.1. Types of Informal Communication Networks

Informal network is the type of communication that does not follow the hierarchical path or chain of command. It tells you "who is really talking to whom and about what. It refers to informal communication links that have grown out of relationships among employees and management and that have little or no correlation with the formal organizational chart. The informal network is very strong in most organizations. It usually works much faster than the formal network, and often it works with more accuracy. Until you have access to this informal network, you have not really become a part of the system Richmond, et.al (2005. p, 11).

K. Davis (1969:269–272) found four basic types of informal communication networks: single strand, gossip, probability, and cluster.

The first type of informal communication network described by Davis (1969:269–272) was the single strand communication network. In a single strand network, the process of communication is very linear and information travels from one person to the next person. The best way to think of this type of informal communication network is like a relay race. But instead of passing a baton between runners, some type of information is passed from person to person. This communication network represents the traditional notions of serialized transmission.

The second type of informal communication network Davis (1969:269–272) discussed was the gossip communication network. In a gossip network, you have one individual who serves as the source of the message who transmits the message to a number of people directly.

The third type of informal communication described by Davis (1969:269–272) is referred to as the probability communication network. In a probability communication network, you have one individual as the primary source of the message who randomly selects people within her or his communication network to communicate the message. These secondary people then randomly pick other people in the communication network to pass along the message. There is no way for the source of the message to truly track where the message has been sent after the message is communicated because the transmission is random.

The final form of informal communication network described by Davis (1969:269–272) is the cluster network. Cluster networks are considerably more systematic than probability networks. In

the case of a cluster network, the source of the message chooses a number of pre-selected people with whom to communicate a message. The secondary people then pass on the message to a group of people who have also been pre-selected to receive the message.

In general, Richmond, et.al (2005. p, 11) says formal network almost never tells an individual, but the informal network usually will when one is properly socialized. In conclusion, you must learn the formal network, but don't forget to take the time to learn the informal network also. It, too, can make the difference between surviving and not surviving in the organization.

2.4. Organizational Communication Satisfaction

According to Hecht, 1978 cited in Ramarize (2010:13) communication satisfaction has been defined as the support provided when a communication event fulfills positive expectations. By meeting the needs and expectations of employees in a positive way, customers and guests of the organization are more likely to have their needs and expectations met. In addition, communication satisfaction has also been defined as the level of satisfaction an employee has between the overall communication flow and relationship variables within their organization.

According to Nakra (2006:42) as cited in Amanuel (2013:20), communication satisfaction is also conceptualized as:

... the summing up of a person's satisfaction with information flow and relationship variables within an organisation and provides an operational means of determining managers' and employees' comprehensive perceptions of communication in their organisational contexts.

Traditionally, communication satisfaction was considered to be one-dimensional, with employees expressing general satisfaction or dissatisfaction with organizational communication. However, this view did not consider the multiple forms of communication used within organizations. Downs and Hazen (1977:67) viewed communication satisfaction as a multidimensional construct in the organization. According to downs and Hazen (1977) communication climate, communication with supervisors, organizational integration, media quality, horizontal and informal communication, organizational perspective, personal feedback and communication with subordinates are the important parameter in measuring communication satisfaction in the present day organizations.

Mueller and Lee (2002) cited in J. Ali and Abdollahi (2010:53), based on definitions of these eight dimensions of communication satisfaction, and divided them into three categories: interpersonal, group, and organizational context. According to their classification, personal feedback, supervisory communication, and subordinate communication are placed in interpersonal context of communication satisfaction. Group context encompasses co-workers communication and organizational integration and finally corporate communication, communication climate, and media quality are situated in organizational context of communication satisfaction.

2.4.1. Factors of Organizational Communication Satisfaction

The earliest definitions of communication satisfaction suggested its unidimensionality. For instance, Thayer (1969:144) viewed communication satisfaction as “the personal satisfaction a person experiences when communicating successfully”. Redding’s meta-analysis of the literature in 1979 also revealed a similar perception of communication satisfaction as a unidimensionality construct, Amanuel (2013:22).

A multidimensional view of communication satisfaction first surfaced in a theoretical paper by Downs, Hazen, et al. (1973:5), which set the scene for advances in the re conceptualization of the construct. A factor analysis of communication satisfaction Downs & Hazen (1977: 68) gave the multidimensionality of communication satisfaction some grounding, with multiple dimensions emerging which were in essence relational and informational. While it is well established that communication satisfaction has both informational and relational facets, the relative importance of the facets remains undecided.

Downs & Hazen (1977:63-73) (CSQ) Eight Communication Dimensions of organizational communication satisfaction is as follows:

1. Communication Climate Satisfaction

Communication climate reflects communication on both the organizational and personal level. On one hand, it includes items such as the extent to which communication in the organization motivates and stimulates workers to meet organizational goals and the extent to which it makes them identify with the organization. On the other, it includes estimates of whether or not people’s attitudes toward communicating are healthy in the organization.

According to Redding (1972:25) cited in Amanuel (2013:80-81) states that an ideal communication climate, which has positive implications for communication satisfaction, is characterized by:

- ✓ Supportive vertical communication
- ✓ Participation in decision making
- ✓ The level of trust and confidence in organisational communication
- ✓ Quality of relationships among organisational actors horizontally and vertically
- ✓ High performance goals.

2. Supervisory Communication Satisfaction

Supervisory communication includes both upward and downward aspects of communicating with supervisors. Three of the principal items include the extent to which a superior is open to ideas, the extent to which the supervisor listens and pays attention, and the extent to which guidance is offered in solving job-related problems.

According to Tourish and Hargie (2000:139) in essence, people want supervisors who:

- Take a personal interest in their lives
- Seem to care for them as individuals
- Listen to their concerns and respond to these quickly and appropriately
- Give regular feedback on performance in a sensitive manner
- Hold efficient regular meetings at which information is freely exchanged
- Explain what is happening within the company.

According to Downs and Hazen (1977, p 72) items measuring supervisory communication satisfaction include the following:

- ✓ Extent to which the organization's communications are interesting and helpful
- ✓ Information about my progress in my job.
- ✓ Reports on how problems in my job are being handled.
- ✓ Recognition of my efforts.
- ✓ Information about how my job compares with others

3. Organizational Integration Satisfaction

Organizational integration revolves around the degree to which individuals receive information about the immediate work environment. Items include the degree of satisfaction with information about departmental plans, the requirements of their jobs, and some personnel news.

Gayeski and Woodward (1996:3) cited in Antonis 2005:75) define integrated communication as “the application of analysis, communication and evaluation techniques to create and manage integrated, multifaceted interventions combining information, instruction, collaboration, business process design, and feedback and incentive systems to improve human performance in the workplace in order to achieve organisations’ desired missions and visions”.

Integrated communications, according to Change Communications (2001:3), have more impact than a plethora of disjointed messages. In a rapidly evolving business world, characterized by information overload through the multitude of messages confronting employees, a consistent and consolidated set of key messages across all channels has the best chance of cutting through the noise of competitors’ messages which bombard employees on a daily basis.

On the other hand, non-integrated communications send disjointed messages that dilute the impact of the communication. Non-integrated communications often result in internal and external messages colliding, thereby undermining the credibility of both. Therefore, through the presentation of a reassuring sense of order and direction, integrated communications help define and nurture long-term relationships with potential, as well as existing employees ,Change Communications (2001:2).

The definition provided by Gayeski and Woodward (1996:3) is very broad and creates a deeper understanding that communication pervades every setting within the organisation and forms an integral part of all organisational processes. It highlights the multifaceted nature and role of organisational communication in organisations and thereby underlines the importance of the inclusive and holistic management of all communication within the organisational context in order to achieve organisational success.

According to Christopher T. Jones (2006:30) items measuring organizational integration communication satisfaction include the following:

- ✓ Extent to which my supervisor offers guidance for solving job-related problems.

- ✓ Extent to which I receive in time the information needed to do my job.
- ✓ Extent to which my staff are receptive to evaluations, suggestions and criticisms.
- ✓ Extent to which written directives and reports are clear and concise.
- ✓ Extent to which my managers/supervisors understand the problems faced by staff

4. Organization's Media Quality

Media quality deals with the extent to which meetings are well organized, written directives are short and clear, and the degree to which the amount of communication is about right.

According to Christopher T. Jones (2006:30) items measuring media quality communication satisfaction include the following:

- ✓ Extent to which the organization's communication motivates me to meet its goals
- ✓ Extent to which the grapevine is active in the organization
- ✓ Information about how government regulations affect the organization
- ✓ Information about achievements and/or failures of the organization.

5. Co-worker Communication/Horizontal Communication Satisfaction

Co-worker communication concerns the extent to which horizontal and informal communication is accurate and free flowing. This factor also includes satisfaction with the activeness of the grapevine.

According to Akkirman & Harris (2005: 409) as cited in Amanuel (2013:66) items measuring horizontal communication satisfaction include the following:

- ✓ Extent to which the grapevine is active in an organisational milieu
- ✓ Extent to which horizontal communication with other employees is accurate and free-flowing
- ✓ Extent to which communication practices are adaptable to emergencies
- ✓ Extent to which a work group is compatible
- ✓ Extent to which informal communication is active and accurate

However, according to Amanuel (2013:66) the range of possible sources of horizontal communication satisfaction must be far more than those above and may subsume more areas than presently conceptualized.

Feedback communication can lead to satisfaction or dissatisfaction in relation to constructive or destructive feedback. According to London (1997: 18) as cited in Amanuel (2013:88) there are three types of behaviour pertinent to feedback communication: control-dominated behaviour, reward-dominated behaviour and affiliation-dominated behaviour. In control-dominated behaviour, the supervisor giving feedback wishes to use the opportunity to demonstrate their superiority to the feedback recipient through self aggrandizement and mortification of the subordinate. In contrast, in the reward-dominated feedback category, the supervisor aims to tie performance to offers of rewards and clearly has a motivational concern. The affiliation-oriented feedback giver is also positive, seeks a solidarity stature and demonstrates a sense of camaraderie to the subordinate. These three behaviors clearly have differing consequences for the communication satisfaction of the subordinate.

6. Corporate Information Satisfaction

Corporate information deals with broadest kind of information about the organization as a whole. It includes items on notification about changes, information about the organization's financial standing, and information about the overall policies and goals of the organization.

7. Personal Feedback Satisfaction in Organization

Personal feedback is concerned with the workers' need to know how they are being judged and how their performance is being appraised. Feedback is information that serves to influence the performance of an individual in an organisation, and improved performance is desired by both individuals and organisations, Miller (2003: 213).

Miller (2003: 215-16) has identified a number of features of this important construct that have implications for feedback communication satisfaction:

Intention: Effective feedback aims at enhancing the performance competence of subordinates and making them better workers. It is not meant to personally threaten the workers or diminish their ego. Effective feedback is fully and exclusively job-related.

Specificity: Effective satisfying feedback is detailed, but at the same time specifically and clearly highlights individual aspects of the job in an unmistakable manner.

Dissatisfying and ineffective feedback, on the other hand, is characterized by vagueness and generalities. Job feedback in the form of ‘good’, ‘poor’ and ‘impressive’ does not say much and serves to confuse the subordinates. It also fails to empower and enhance the worker since it is not diagnostic and targeted.

Description: Effective satisfying feedback is descriptive rather than judgmental. It provides a portrayal of the objective performance of subordinates and not an authoritative judgmental view of their work.

Utility: Effective feedback is intended to be useful to workers to improve their performance and competency. Feedback that does not improve a worker only serves a negative purpose or is a waste of time. Feedback is an input and the output is improved performance.

Timeliness: Satisfying feedback is appropriately timed to be effective. To be of utility, feedback should be current and provided fresh. There is little incremental value in historical feedback and little wash back effect.

Readiness: Supervisors should ensure that subordinates are in the correct state to receive and make use of feedback before providing it. Subordinates who are ill-prepared for feedback are not likely to be satisfied with feedback supplied when they are not ready to receive it.

Clarity: To be satisfying, feedback must be communicated clearly. The communication of feedback should be checked for effectiveness by, for instance, asking the subordinate to rephrase the feedback provided. The supervisor may also observe the nonverbal cues of the recipient to make sure the feedback is clear and has been received.

Validity: Reliability and validity of feedback are essential ingredients of effective feedback. Feedback should be about the performance of the subordinates, not a comment on their personality or other variable unrelated to the subject of job performance. Feedback validity can affect the communication satisfaction of a subordinate. Irrelevant comment cannot satisfy a subordinate keen on hearing a performance report from a superior.

8. Subordinate Communication Satisfaction

Subordinate communication focuses on upward and downward communication with subordinates. Only workers in a supervisory capacity respond to these items, which include

subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication, Downs & Hazen, (1977, p. 66)

According to Christopher T. Jones (2006:30) items measuring subordinate communication satisfaction include the following:

- ✓ Extent to which my staff are responsive to downward-directive communication.
- ✓ Extent to which to which my staff anticipate my needs for information.
- ✓ Extent to which I can avoid having communication overload.
- ✓ Extent to which my staff are receptive to evaluations, suggestions and criticisms.
- ✓ Extent to which my staff feel responsible for initiating accurate upward communication.

2.5. Job Satisfaction

Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job, Aziri (2011:77). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

The term job satisfactions refers to the attitude and feelings people have about their work. B. Aziri, (2011:77) says positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

In addition, according to George et al., (2008) cited in B. Aziri, (2011:77) job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. B. Aziri (2011:77) says job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.

We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs.

The next section concentrated on providing an understanding of the human relations approach and specifically the Maslow's hierarchy of needs theory and its relevance to this particular study.

2.6. Theoretical Framework

2. 6.1. Human Relation Approach

The human relation approach perspective was the preferred theoretical frame work to study the communication satisfaction in Oromia regional state government communication office. According to Shockley-Zalabak (1991:96) human relation perspective assumes that work is accomplished through people and it emphasizes co-operation, participation, satisfaction and interpersonal skills. Fundamentally, it is more advanced than the classical approach as it brings the dimension of people into the picture. Human Relations approach is valuable for this study as people are a key principle.

The human relations approach emphasizes the importance of human needs in the workplace. Miller (2003:35).The theories of Maslow and McGregor create a new metaphor. Instead of the Machine Metaphor the theorists now create a family. A family thrives when needs are fulfilled and opportunities are provided for self-actualization. As Miller (2003:36) said human relations theorists share an allegiance to principles that highlight human needs and the satisfaction of those needs through interaction with others in the workplace and through the choices managers make about motivating and rewarding employees.

In addition, the emphasis of the Human Relations approach is more on the needs of individuals in the organisation. Puth (1994:19) cited in Antonis (2006:130) said this people orientation of the theory is underlined by the following basic assumptions:

- Motivation and productivity are determined by group norms and values
- People on an emotional level relate to other people
- Motivation depends to a large extent on the leadership and communication skills of management

- Communication as a social premise is emphasized, and
- Employees are viewed as individuals rather than simply a collective within the confines of an organisation.

In general it is concerned with acquiring an understanding of intra organisational communication from the peoples' perspectives and therefore focuses on comprehending people's experiences rather than enhanced productivity.

Essentially from this perspective communication is vital to the use of human resources and good organisational decision-making. According to Barker (1979:6) cited in Antonis (2006:129) the research, which flowed from this approach and influenced communication studies, revolved especially around concepts that have been incorporated in studying of communication and they are as follows,

- Communication satisfaction
- Small group communication
- Grapevine
- Informal communication

Antonis (2006:129) explains the relevance of this approach to the audit of communication is that it highlights the role of the employee and social factors in the satisfaction of organisational communication and the issues such as leadership, communication satisfaction, etc. as indicated above, are incorporated in the study of communication satisfaction.

The applicability of the human relation approach to organizational communication satisfaction can be seen in the fact that based on the premise that theories of human relations are great when empirically tested. According to Miller (2003:38) at its most basic level, the human relations approach posits that higher-order needs can be satisfied through job design, management style, and other organizational factors. When these higher-order needs are satisfied employees should be happier and so more productive.

According to Miller (2014:35) the approach essentially established the importance of personal interaction and a more involved management process, which advocated and underlined both an upward and horizontally directed communication flow and the important need, is communication between employees. This means the multidirectional flow of information is assumed to improve

the communication satisfaction of the workforce, which is afforded the opportunity to use multiple lines and sources of information for the realization of communication satisfaction.

Furthermore, according to Kreps (1990) cited in Antonis (2006:129) the Human Relations theory acknowledged that it was important to identify the individual needs of organisational members and this, can only be accomplished through effective management-worker communication.

Human relation theory focus on with task-related communication but accompanied by communication that attempts to maintain the quality of human relationships within the organization, Miller (2003:35)

The channels of communication in human relation theory break down the status differential between managers and employees as a means of satisfying social needs Miller (2014:53). This is especially useful in Ethiopian context where power distance between the subordinate and superior is high Hofstede, 2006a). Korten (1972) and Harrison (2002) cited in Wabster (2006:89) see that complete deference and acquiescence to superiors, where negotiations between those of unequal rank is unthinkable, and the acquiring of 'office' is a reward rather than a personal responsibility, explains the psychological problems of modernization in Ethiopia.

The Hawthorne studies were designed to identify the ideal work environment for peak efficiency and were conducted at the Western Electrical Hawthorneplant in Cicero, Illinois between 1925 and 1932. The initial focus of these studies was in line with the classical theory and followed the Taylorist scientific management design. However, the studies' findings led researchers to question the validity of the scientific management school of thought, Kreps (1990:79). The studies manipulated the lighting in the work areas of the plant by decreasing and increasing the lighting over a period of time. The results, however, showed that that employee did not react to the changes in the lighting and therefore changes to their environment, they rather reacted to feeling important as a result of being monitored.

The theories of human relations are great however when empirically tested. At its most basic level, the human relations approach posits that higher-order needs can be satisfied through job design, management style, and other organizational factors. When these higher-order needs are satisfied employees should be happier and so more productive, Miller (2014:46).

A human relations manager would institute participation to satisfy employee needs for affiliation and esteem and hope that this need satisfaction would lead to higher levels of productivity.

On the other hand, Barker (1979:6) cited in Antonis (2006:130) criticized this approach, as according to him the communication research that was undertaken within the ambit of this approach although it did consider a range of dimension of a system, did not comprehensively view all aspects of the system and its interrelationships, but rather emphasized the elements that are related to people and the interrelationships in relation to this.

One of the theories which are under the umbrella of human relation approach is Maslow hierarchy of needs theory which is related with the researcher's topic of study.

2.6.1.1. Maslow Hierarchy of Needs Theory

Abraham Maslow developed his hierarchy of needs theory over a period of many years as a general theory of human motivation. According to Miller (2003:30) Maslow and others have applied this theory extensively to organization behavior, and it serves as one prototype example of a human relation approach to organizing and management.

Abraham Harold Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees' performance. According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on, Jerome (2013:41).

The hierarchy of needs theory is relevant to this study as the theory is applicable to organizational orientation and employee satisfaction Jerome (2013:41). They further argue that the theory is able to suggest how managers can lead their employees or subordinates to become self-actualized. The idea implies the dual role of the theory first to organizations and second to employees on the basis that both the organization and the employees must decide on the performance of their organization and workers satisfaction.

Need Level	Example of need satisfaction in organization
Level 5: Self- actualization	Work allowing the exercise of creativity
Level 4: Esteem	Internal : rewarding work External : bonus pay
Level 3: Affiliation	Social relationships with co-workers
Level 2: Safety	Physically safe working condition
Level 1: Physiological	“living wage” to allow purchase of food, clothing

Table 3.1 Maslow’s needs hierarchy in the organizational context, Miller (2003:31)

Maslow proposes that humans are motivated by five basic needs (1, 2, 3, lower-level 4, 5 higher level) Jerome (2013:42), Miller (2003:34). It will be discussed below as follows:

1. Physiological Needs:

These are biological needs which consist of the need for oxygen, food, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction, Jerome (2013:42). Miller (2003:34) said in the organizational context, these needs can be most clearly satisfied through the provision of a living wage that allows individuals to buy adequate food and clothing and through physical working conditions that do not violate the physical requirements of the human body.

2. Safety needs:

When all physiological needs are met and are no longer controlling thoughts and behaviors, the needs for security can become active. While adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting), children often display the signs of insecurity and the need to be safe, Jerome (2013:42).

3. Affiliation needs (or belonging needs/love needs):

When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states that people seek to overcome

feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging, Jerome (2013:42). In addition, Miller (2003:31) says it refers to the necessity of giving and receiving human affection and regard. These needs can be satisfied in the organization through the establishment of social relationships with co-workers and managers.

4. Esteem needs:

Esteem needs refers to the desire of individuals to feel a sense of achievement and accomplishment. In an organization internal esteem is someone who rewards your work but also by work that challenges and provides employees with the opportunity to achieve and excel, Miller (2003:31). When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world, Jerome (2013:42). When these needs are frustrated, the person feels inferior, weak, helpless and worthless.

5. Need for self-actualization:

According to Jerome (2013:42) when all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." Miller (2003:34) says an organization can facilitate the satisfaction of this need through the provision of jobs that allow an individual to exercise responsibility and creativity in the workplace.

Maslow states that those five types of needs are arranged in a hierarchy of prepotency. Which suggests that lower-level needs must be satisfied before an individual can move to higher level needs, Miller (2003:34). In organizational context, social relationships on the job will not be satisfying if the organization has not provided adequate wages and working conditions.

However Maslow does not take the social interaction and managerial attention in account which is why researchers criticize him.

2.7. An Overview of Communication Satisfaction Assessment

A communication audit has been defined as “a comprehensive and thorough study of communication philosophy, concepts, structure, flow and practice within an organisation” Emmanuel 1985, 50 cited in Hogard and Ellis. (2006:8). It is essentially a process for acquiring data regarding communication for analysis.

On the other hand, Hargie & Tourish, (2000:12) says communication audits typically evaluate an organization’s communication system and provide the organization with valuable information about its communicative strengths and weaknesses. Although the word audit may suggest otherwise, the term actually covers a wide variety of data-collection techniques such as questionnaires, interviews, diary studies, network analysis.

Given the importance of satisfaction to organizational functioning, it is not surprising that CSQ focus on the communication satisfaction of employees in organizations.

Downs and Hazen (1977) originally developed the CSQ to acquire a holistic impression of the way employees evaluate an organization’s communication system.

The instrument focuses on employees’ attitudes and judgments of several communicative practices, as these perceptions will influence the behavior of employees in an organization. The CSQ grew out of a debate among communication scholars, who tried to compile a list of relevant topics for the assessment of organizational communication.

According to Zwijze-Koning and Jong (2007:263) both the CSQ and the ICA (International Communication Association) audit questionnaire were the result of their efforts, with the latter being more comprehensive in its scope yet very long and impractical. The CSQ was meant to cover the same ground as the ICA questionnaire but to be more manageable.

Zwijze-Koning and Jong(2007:264) says CSQ estimates employees’ communication satisfaction by asking them a large number of questions regarding eight different communicative topics. These topics vary from interpersonal communication (e.g., an employee’s evaluation of the communication with his or her supervisor) to an assessment of the organization-wide communication climate.

Essentially, communication audits emphasize the viewpoint of personnel involved in the communication processes to be audited. An audit gives management verified information on how personnel perceive communication and related processes. Instead of relying on rumors or grapevine a communication audit substantiates and checks the accuracy of personnel perceptions. It gives feedback to the management on how the communication process is perceived to be working (Zwijze-Koning & de Jong, 2007).

The CSQ, on the other hand, focuses on the overall judgment employees have of the communication in their organization; this judgment is the result of a series of recurring communicative behaviors. Employees are asked to give their opinion about a fixed number of communicative issues on 7-point Likert type scales. CSQ is a quantitative method that maps the overall attitudes of employees, Zwijze-Koning and Jong, (2007:262)

Although scholars and communication professionals have difficulty isolating the role of organizational communication, researchers generally assume that effective and satisfactory communication may contribute to an organization's productivity, performance, and external customer orientation.

According to Hargie, Tourish, 2002 cited in Zwijze-Koning and Jong (2007:262) researchers seem to agree that communication satisfaction consists of multiple constructs such as the amount of information employees receive, the organization's communication climate, the receptivity of upward communication, and employees' frequency of interaction.

Tourish and Hargie (2004) cited in Hogard and Ellis.(2006:8) reviewed the justification for and nature of communication audit. They identified a number of reasons for audit, grounded in the communication research literature, and highlighted three main methods of data gathering: survey questionnaires, interviews, and personal observation.

In addition, Booth (1988:8) cited in Amanuel (2013:96) proposes a wide variety of functions of a communication audit. An audit of communication may:

- Determine aspects of information load with regard to sources and channels of communication as well as subjects of communication
- Assess the quality of information communicated internally

- Diagnose the organisational communication relationships, including factors such as interpersonal trust and work satisfaction
- Examine the nature and function of communication networks in the organisational setting
- Evaluate communication network roles with a view to identifying information traffic barriers
- Investigate communication experience reports of individual workers
- Map out individual, group and organisational level communication behaviors
- Suggest a set of recommendations for improvement as necessary in all forms of organisational communication.

Chapter Three

3. Research Methodology

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

3.1. Organizational Background Overview

Oromia Regional State Government Communication Affairs Bureau is one of the region's government offices established with the intention of producing modern and result oriented communication system between government and the public. The office was established to develop the good image of the national issue which increase the participation of people and construct the good image of the region.

The organization is envisioned to see the highest information utilization and the people who know government information and plays their own role in building democratic system and good governance in 2012 E.C.

The organization has the total number of 130 workers in the head office and more than 50 employees on the regional zones.

The Oromia Regional State Government Communication Affairs Bureau has the following mandate,

- ✓ Organize and supervises the region's information and government relation function in different sectors.
- ✓ Serves as the spokes person of the regions government and the source of government information. saga
- ✓ Inform the government position on national and regional governments on different issues.
- ✓ Arranging suitable environment for events that create good image and relation with the national government.
- ✓ Following and analyzing the information disseminated by national and international media about the region.

- ✓ Giving and explaining for the issues that needs answer with other concerned government bodies.
- ✓ Gathers the public opinion and presents for the concerned bodies.
- ✓ Giving the brief for regional as well as national media from time to time.
- ✓ Bond the government and the public together.

3.1.1. Organizational Structure

The functional structure of the organization contains the top management including chief executive and vice chief executive at the top of the organization. The chief executive is appointed by the regional council and directly responsible for council of regional state.

On the other hand, the middle officials includes news and documentary department, personnel department, finance department, information and technology department and logistic department are some of the middle layer departments which is supervised by chief executive officer. The organization has its own representative employees from each and every zones and woredas of the region whom they are directly responsible for the head of the organization.

3.2. Methods of the study

A combination of qualitative and quantitative methods was used for collecting data in this particular study. During the research phase, a triangulated approach yielded a number of benefits. For example, quantitative research results from the group administered perception survey were overall very positive. An added qualitative perspective, however, enabled participants to input answers unrestricted by pre-determined quantitative categories and this revealed an entirely different perceptive. Matveev (2002) cited in Walt (2006:81) highly recommends using both methods of inquiry so as to ensure high reliability of data, understanding of the contextual aspects of the research, flexibility and openness of the data collection, and a more holistic interpretation of the research problem.

The strengths and weaknesses of qualitative and quantitative research have increasingly brought the question of complementarities to the fore and have resulted in the increasing trend of combining these two methods into a single study. The combination of both quantitative and qualitative research methodologies has resulted in what is known as triangulation. Baker

(1999:483) defines triangulation as “drawing together multiple types of evidence gathered from different sources using different methods of data collection”.

Baker (1999:483) indicates that triangulation involves using a combination of methods, researchers, data sources and theories in a research project.

Furthermore, according to Baker (1999:483), triangulation creates the opportunity for the researcher to develop a complex picture of the phenomena being researched, which might otherwise be unavailable if only one method were utilized.

The qualitative methods, namely the in-depth interview and participant observation, were used to uncover themes that needed to be incorporated in the actual survey questionnaire as well as to provide context to the information that is extracted from the questionnaire which is part of communication assessment. According to (Angelopulo et al2004:90) cited in Antonis (2005:28) a communication assessment is a research method which assists a particular organisation in establishing how its communication efforts are perceived and as such comprises a comprehensive analysis of an organization’s internal or external communication. On the other hand, Fogelmann-Beyer (1999:19) defines an audit as a method of research that helps define the relationship between an organization’s objectives and the communication methods used to promote those objectives.

The research methods used for collecting data to measure organizational communication satisfaction in this research process were,

- Survey/Questionnaires
- In-depth interviews
- Participant observation

3.2.1. Survey/ Questionnaires

The first common type of social scientific method utilized in organizational communication is probably the most common in communication research as a whole is the survey. Surveys are as popular as they are because you can get massive amounts of information from a wide array of people very quickly. This was confirmed by Goldhaber (2002: 451), who noted ‘The survey, however, has become the dominant method chosen by academics and consultants – mostly due to its ease of development, administration, and interpretation – both for clients and for research

publication.’ There are several validated audit questionnaires that can be tailored for specific organizations.

As it is difficult to ask questions in person due to restraints related to physical reach, especially in large organizations which may even have offices spread throughout a country or even numerous countries, the questionnaire provides a solution to collecting data without limitations to its reach. A questionnaire, as defined by Wimmer and Dominick (2001:480), is a written set of questions used to survey respondents. Questionnaires can be administered either in a face-to-face situation, by telephone, to a group, or sent to individuals in a mailed self-administered format, Angelopulo et al .2004:50 as cited in Antonis, (2005, p 94).

According to Clampitt & Downs, (2004;55) the questionnaire method allows the researcher to control the focus of the assessment, enables a large number of respondents to be surveyed, and produces benchmark rating scores for various aspects (e.g. ‘communication received from senior managers’) against which future performance can be measured. The main drawback is that it is limited in the extent to which it can gauge the deeper-level thoughts and feelings of respondents.

The questionnaire includes various sections that focus on issues such as vision, mission, situational analysis related to direct communication matters such as communication channels, message assessment, communication satisfaction and issues around staffs and management communication. It, however, also includes broader involvement with issues related to human resources, organisational strategy and participation as well as information sharing and distribution between the various organizations’ units.

The questionnaire utilizes a Likert-type scale and also includes some open ended questions that allow respondents to express their particular views more clearly. The questionnaire also requires demographic information, with the specific purpose of drawing comparisons between the hierarchical levels and other relevant factors. The questionnaire was prepared both in English and Afan Oromo since some of the participants were not fluent in English language.

3.2.2. In-depth Interview

The study were also used the qualitative data gathering methods. In qualitative research, one interviews people to understand their perspectives on a scene, to retrieve experiences from the past, to gain expert insight or information, to obtain descriptions of events or scenes that

are normally unavailable for observation, to foster trust, to understand a sensitive or intimate relationship, to analyze certain kinds of discourse, Lindlof, (1995, p. 5). The reason for choosing to use an in-depth interview is to ensure that the researcher uncovers perceptions at an individual level on a particular issue.

Structured interview is another popular audit approach. Indeed, in his text in this field Downs (1988:55) concluded that if he had to select just one audit method he would choose the interview. This is because it allows for communication experiences to be explored in detail, and as such can often produce interesting insights that surveys may miss. Researchers have increasingly recognized that people from different impressions of the same events, and that chronicling the stories that typify organizational life is a key means of understanding what sense people are making of their environment.

Newcomb (1991, p. 93), explaining the potency of interviewing, writes, “The primary strength of interviewing as a method is its capacity to range over multiple perspectives on a given topic.” He further explains that conducting manifold interviews helps to increase the information and broaden a point of view.

The reason for choosing to use an in-depth interview is to ensure that the researcher uncovers perceptions at an individual level on a particular issue.

The in-depth interview can in essence provide a detailed background about the underlying reasons why participants give specific answers, as well as provide extensive information related to the interviewee’s opinions, perceptions, values, motivation and feelings, et cetera. It also allows the researcher to gain a broader perspective with regard to how communication is viewed within a particular organization.

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

Angelopulo et al (2004:41) cited in Antonis,(2005:102) on the other hand, says the in-depth interview is a costly and time-consuming research method that has a higher cost than focus group interviewing as it requires high levels of personal involvement from the researcher or interviewers. The volume of data that is collected is often very large and difficult to analyze and therefore it is generally difficult to quantify and standardize responses.

In- in-depth interview information represents only the perspectives of the participants with regard to the particular research and it therefore cannot be generalized. Bearing this in mind, it can be argued that in-depth interview is a valuable method of measuring the organizational communication satisfaction.

This study made in-depth interview with top officials in the organization regarding communication strengths and weakness and the whole communication environment in the organization. The interview guide were prepared and given or asked the top officials of the organization. The collected data was coded in themes and analyzed. The interview question was prepared both in English and Afan Oromo since some of the participants were not fluent in English language.

3.2.3. Personal Observation

The data was collected by a personal observation to get a detailed understanding of how people communicate in their natural environments. Walt (2002:92) believe that the goal for design of research using observation as a method is to develop a holistic understanding of the phenomena under study that is as objective and accurate as possible given the limitations of the method. This is appropriate for collecting data on naturally occurring behaviors in their usual contexts. Personal observation allows researchers to check definitions of terms that participants use in interviews, observe events that informants may be unable or unwilling to share when doing so would be impolitic, impolite, or insensitive, and observe situations informants have described in interviews, thereby making them aware of distortions or inaccuracies in description provided by those informants, Marshall & Rossman, (1995:8). The researcher stayed in the organization for more than one month's from March 30 to April 30 so as to observe their communication in the natural setting.

3.3. Sampling Procedure

Samples are very important in research because it is not feasible for a researcher to study the whole population. In other words, samples are preferable because they are cheap and quicker.

This study used purposive sampling because it gives a chance for the researcher to apply his/her expertise knowledge to select samples which he/she thinks represent the population.

The research is very specific in that it is a case study and therefore includes a specific organization and as a result is purposive in nature as it attempts to gain a deeper understanding of what is happening with communication in the organization.

The sampling is one of purposive as regards the survey questionnaire. It is necessary for the researcher to include the whole universe and therefore the population of the organization thereby attempting to ensure that a sufficient number of respondents will be participated in the survey questionnaire research.

Out of the total number of 130 employees 85 workers of the organization were selected as a sample. These means almost 65% of the employees of the organization participated in the survey.

Two top management and some of the workers were interviewed. A non probability, purposive (known group) sample was used for the in-depth interview, as the participants were selected based on their specific positions in the regions in order to gain information from senior staff/managers who, in terms of hierarchical authority, have both an operational and strategic role to play. It was critical not to simply get the view from executive management based at the head office as they may not be in touch with the current situation regarding communication in the organisation or alternatively may not be aware of the extent of potential communication-related issues in the organisation.

The employee register was used to identify all employees and to ensure that the questionnaire was distributed to sample employees.

3.4 Data Analysis Procedure

IBM SPSS Statistics (Version 21) was used to analyze the collected data. Descriptive statistics such as means and standard deviation, frequencies, means and cross-tabulations were used to

examine communication satisfaction. Where possible, satisfaction scores were compared to national norms. An attempt has also been made to employ interpretive analysis for the qualitative data obtained through the in-depth interviews and participant observation.

3.5. Pilot study

The pilot study for this research took a sample of 20 employees from Oromia regional state government communication affairs bureau. The questionnaire contains both closed and open ended questions which was organized in the form of Likert- scale and distribute for the respondents. The pilot study administered for this research was conducted among 20 employees whose primary work location was in Oromia regional state government communication affairs bureau. These employees were provided with a paper version of the proposed survey instrument. The pilot study asked employees to indicate the amount of time it took them to complete the survey, if they felt any questions were unclear or not applicable.

A total of 17 responses were collected out of 20 questionnaires distributed to test the overall readability and reliability of the instrument. This implies 85% of the total questionnaires distributed which shows high return rate. Of the 17 surveys collected, 14 were completed by employers, 3 were completed by a higher officials. This is to check the applicability of the questions designed for the major study to be conducted.

Pilot study participants were asked about survey completion time, question clarity and applicability, and were also asked to provide additional comments or concerns regarding the survey instrument or facilitation.

Pilot study responses did not result in any significant changes made to the final survey instrument. Only a few questions were altered to increase clarity or to resolve minor errors and translation of some questionnaires to Afan Oromo for those who cannot understand English language fluently. The other two open –ended questions were decreased following respondents suggestion that they would be redundant. The researcher understands from the response that follow up and the use of contacts is very important during questionnaire distribution for data collecting data.

The questions for this survey were derived from the Communication Satisfaction Questionnaire that was developed by Downs & Hazen (1977). The questionnaire was constructed to indicate

level of satisfaction of respondents using a one-to-seven point Likert scale that ranges between 1= “very dissatisfied” and 7= “very satisfied”. According to Downs & Adrian, (2004, p. 145) the mean scores that fall well below the conceptual midpoint (a 5 on a 0-10 scale or a 4 on a 1-7 scale) can be thought of as weaknesses. Although some questions have been raised about the stability of the eight original dimensions, researchers have confirmed the reliability and statistical validity of the CSQ.

The most common index of reliability appears to be the use of Cronbach’s alpha. A Cronbach’s alpha coefficient was used to determine the reliability of the CSQ.

The CSQ as a whole, which measured perceived communication satisfaction of respondents, had a Cronbach’s alpha of 0.976. Reliability of each of the proposed eight dimensions of the CSQ was also tested, and ranged from $\alpha = 0.841$ to $\alpha = 0.913$ (Table 3.1).

This value is excellent, according to George and Mallery (2005) cited in Amanuel (2013:171) Cronbach’s alpha closer to 1 reflects high internal consistency.

Factors	Number of Items	Cronbach’s Alpha
Organizational Integration	5	0.741
Personal Feedback	5	0.846
Corporate Information	5	0.894
Communication Climate	5	0.844
Supervisor Communication	5	0.930
Media Quality	5	0.873
Coworker Communication	5	0.654
Subordinate Communication	5	0.984
Overall Communication Satisfaction	40	0.976

Table 3.1: Reliability Coefficients for Communication Satisfaction Dimensions

Chapter Four

4. Data Presentation and Analysis

With the conceptual and theoretical framework for this particular study having been discussed in the previous chapters, finally the actual research, the methodological application thereof and the findings and recommendations made by the researcher, would be the focus of the remaining chapter of the paper.

The research was undertaken in the form of a case study with the research essentially combining qualitative and quantitative research methodologies. The research data was collected by means of three method approaches, namely the survey questionnaire, in-depth interview and participant observation. The data collected by these measures was divided into two distinct processes with the findings of the research largely being based on the data extracted from the survey questionnaire whereas the data extracted from the in-depth interview and participant observation provided contextualization as well as supporting information for the development of the questionnaire.

The evaluation and interpretation was done through the tabulation of answers in accordance with frequencies, percentages and mean of answers and statistical analysis thereof. With regards to measuring scales, nominal measurement was used to compile frequency of answers, which was used to identify particular issues that needed to be highlighted for the organisation. Descriptive statistics were used as they allow the data to be organized, summarized and presented by means of frequency and percentage which can be used to highlight the current reality of communication in the case study.

The first section of the questionnaires' included demographic variables such as gender, age, length of employment at the current work location and length of time employed within the organization.

Section two contained the CSQ which measures perceived communication satisfaction on a seven-point likert scale anchored from very dissatisfied - very satisfied. One portion of the CSQ regarding subordinate communication was only seen by managers. Responses to this section followed the same seven-point likert scale format and consisted of five questions. Ultimately,

“mean scores that fall well below the conceptual midpoint (a 5 on a 0-10 scale or a 4 on a 1-7 scale) can be thought of as weaknesses” Downs & Adrian, (2004:145)

Under this chapter the following research questions will be answered through quantitative and qualitative data presentation and analysis:

1. What is the general level of communication satisfaction among employees in the organization?
2. What is the satisfaction level for the different factors as perceived by the workers?
3. What are the communication strengths and weakness of the organization?

4.1. Data Presentation and Analysis

Under this section demographic analysis and Comparison of Factors of Organizational Communication Satisfaction Level in (ORSGCAB) as Perceived by Employees’, Data Presentation and Analysis of Selected Questions from each Factor of Organizational Communication Satisfaction and the Analysis of Each Factors of Organizational Communication Satisfaction Independently in the organization were discussed separately.

4.1.1. Demographic Data Analysis

Out of 85 questionnaires distributed for respondents, 81 questionnaires which is 95.3 percent of the questionnaire was collected which is valid for the analysis. From the respondents of these questionnaires 19 participants were females which account 23.5 percent of the total participants. The male participants account 62 in number which is 76.5 percent out of the total number of the respondents.

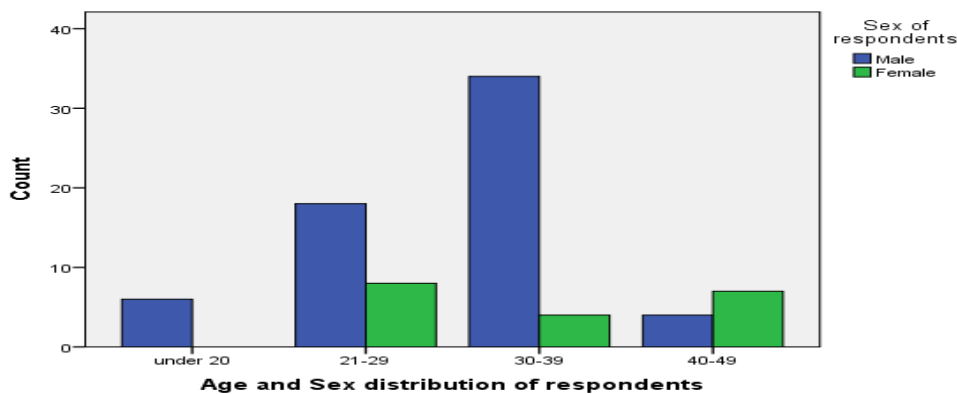


Diagram 4.1 Age and sex distribution of respondents

On the other hand, most of the large respondents found between the age 30 -39 which account 38 in number and 47 percent of the total respondents of the questionnaires. The other respondents' age found between 21-29 which account 26 in number and 32 percent of the respondents. The respondents' age between 40 – 49 categories were 11 respondents in number which is 13.6 percent and the least number of respondents found under the category of age under 20 which is 6 in number and 7.4 percent of the respondents. These data shows that the organization was mostly comprised of people above the age of 30 and below of 39 which may be categorized as energetic workers.

Regarding the educational background of the respondents, the respondents having first degree numbered 47 which is the largest number of the respondents by 58 percent from the respondents. The second large numbers of respondents are respondents who have diploma by numbering 24 people which is 29.6 percent of the total population. The respondents who were not finished the high school education and respondents that finished the high school level were 4 (4.9%), 3 (3.7%) respectively. The least respondents were respondents holding the master degree which is 3 in number and account 3.7 percent from the total respondents. It is understandable from the data the organization have many workers holding the first degree.

On the other hand, for questionnaires that ask how long respondents had been on their current position in the organization, most of the respondents were found between 5-8 years which is the largest by 29(35.8) percent respondents in this category.

The second largest category was the respondents which is found in between 1-4 years category that records 25 (31%) percent of the total respondents. The category of the respondents that served less than a year account 22 (27.2%) and the respondents with more than 9 years service in the position was 5 (6.2%) in which the least number of respondents found in that category.

Most of the experience of the respondents were found between 5-8 years with the largest percent of the respondents that numbers 32 (39.5%) and the second large number of the respondents served between 1-4 years category which is 19 (23.5%) percent of the respondents from the total population. The other respondents are in the category of more than 9 years and less than 1 year experience which account 17 (21%), 13 (16%) percent of respondents respectively.

Table 4.1. Sex difference on communication and job satisfaction in the organization

Sex of respondents		Job satisfaction	In the past six month, the level of respondents communication satisfaction
Male	N	62	62
	Std. Deviation	1.39359	.69065
	Mean	4.0526	1.6316
Female	N	19	19
	Std. Deviation	1.84010	.83070
	Mean	3.7284	1.5926
Total	N	81	81
	Std. Deviation	1.50841	.72072

As shown on the above table, female respondents were more dissatisfied with their job by the composite mean (3.7284) than male respondents with the male mean score of (4.0526). According some data gathered through interview, the difference between male and female job satisfaction in the organization, is that females were more dissatisfied with their job due to the nature of their job position, the work environment and their relationship with employees of the organization.

Similarly, in the past six month, female respondents were more dissatisfied with the organization's communication than male respondents with the mean score for female and male (1.5926), (1.6316) respectively. One of the interviewee said that since the numbers of females in the organization were few compared to male workers and most management positions were held by male supervisors this decreased the female communication satisfaction level as compared to male employees in the organization.

Table 4.2. Respondents age difference on communication and job satisfaction relationship

Age of respondents		Job satisfaction	In the past six month, respondents communication satisfaction level
Under 20	Mean	3.0000	2.8333
	N	6	6
	Std. Deviation	.00000	.40825
21-29	Mean	3.3846	1.2692
	N	26	26
	Std. Deviation	1.35873	.45234
30-39	Mean	3.7105	1.4211
	N	38	38
	Std. Deviation	1.37365	.55173
40-49	Mean	5.0000	2.2727
	N	11	11
	Std. Deviation	2.04939	.78625
Total	Mean	3.7284	1.5926
	N	81	81
	Std. Deviation	1.50841	.72072

From the above table comparing the mean score of respondents' age, respondents with the ages 30-39 were more satisfied with their job than any other age category. Respondents with the age between age 21-29 and age 40-49 had almost the same mean score of (3.7284), (3.7105) respectively. Respondents under these categories almost dissatisfied with their job in the organization.

The other age category which was under the age 20 had a lowest mean score of (3.3846). These shows the young employees were more dissatisfied with their job than other age category employees.

Similarly, on the above table respondents under ages 20 with the mean score of (1.2692) were almost very dissatisfied in the past six month regarding the level of communication satisfaction. The other age categories dissatisfied with the communication in the organization were respondents with the age between 21-29 and ages between 40-49 by the mean of (1.4211), (1.5926) respectively.

Table 4.3. Job satisfaction of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	3	4.2	4.2	4.2
Dissatisfied	12	16.7	16.7	20.8
Somewhat dissatisfied	30	41.7	41.7	62.5
Indifferent	8	11.1	11.1	73.6
Somewhat satisfied	11	15.3	15.3	88.9
Satisfied	5	6.9	6.9	95.8
Very satisfied	3	4.2	4.2	100.0
Total	72	100.0	100.0	

Overall 81 percent of organization's employees who took the survey responded that they were somewhat dissatisfied, dissatisfied or very dissatisfied with their jobs. According to B. Aziri (2011:77) People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Accordingly as shown on the above table, 30 respondents or 41.7% of the respondents were "somewhat dissatisfied" and 12 respondents or 16.7% of respondents were "dissatisfied" followed by 3 respondents or 4.2% "very dissatisfied" with their job in the organization. These shows large number of employees were not satisfied or motivated with their job which may affect the objectives of the organization. B. Aziri (2011:77) says job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job.

Only 11 respondents or 15.3% of respondents were "somewhat satisfied" followed by 6.9% of respondents with the job in the organization.

Table 4.4. In the past six month, the communication satisfaction level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Stayed the same	44	54.3	54.3	54.3
Gone up	26	32.1	32.1	86.4
Gone down	11	13.6	13.6	100.0
Total	81	100.0	100.0	

As shown on the above table, when asked, “in the past 6 months, what has happened to your level of communication satisfaction,” 44 employees or 54.3% of respondents indicated that their satisfaction had stayed the same; 26 respondents or 32.1% of respondents were indicate that their level of communication satisfaction had gone up, and 11 employees or 13.6% of respondents indicated that their level of communication satisfaction had gone down.

SPSS statistical software was used to determine the means of the forty communication satisfaction questions and the eight communication satisfaction dimensions. The overall mean score for the forty questions was 3.42, or the overall mean score for the eight dimensions was 3.42. This shows large number of respondents’ satisfaction level fall above “somewhat dissatisfied” with the communication in the organization in the past six months. According to Downs & Adrian, (2004, p. 145) the mean scores that fall well below the conceptual midpoint (a 5 on a 0-10 scale or a 4 on a 1-7 scale) can be thought of as weaknesses.

This question evaluated how satisfied employees were with information in the organization when their job compares with others. On table 4.4, it is clear from the results presented that the respondents’ information about their job when compared with others is moderately negative. Out of the total respondents 28 respondents or 34.5% of respondents were “dissatisfied” and 27 respondents which account 33.3% of the respondents were “somewhat satisfied” by the information about their job they got when compared with others. In addition, 8 respondents or 16% of respondents were “somewhat dissatisfied” and 8% of respondents were “very satisfied” with the information about their job when compared with others, and 3% of respondents took an “indifferent” middle ground.

The remaining negative responses indicate a clear need for improved overall communication at Oromia regional state government communication affairs bureau.

4.1.2. Comparison of Factors of OCS Level in (ORSGCAB) as Perceived by Employees'

Rank	Factors	Composite Mean	Sta. deviation
1	Horizontal/Coworker Communication	4.45186	1.38996
2	Media Quality	3.70124	1.532776
3	Organizational Integration	3.45432	1.424976
4	Communication Climate	3.31112	1.566722
5	Personal Feedback	3.26912	1.4876
6	Corporate Information	3.10618	1.56285
7	Subordinate Communication	3.04444	1.16216
8	Supervisory Communication	3.02222	1.546406
Total	Overall Communication Satisfaction	3.4200625	1.27323125

Table 4. 5 CSQ Dimension Rankings as respondents perceived

From questioning the respondents about the communication satisfaction in the organisation. The examinees were asked individual questions about the communication satisfaction, and the same have been grouped in visible categories on the above table 4.32.

The employees show the greatest satisfaction towards the horizontal/coworker communication with the composite mean of (4.45186) which means the respondents were “somewhat satisfied” with horizontal communication. From these data, communication that flows across the organization(from peer to peer to peer) were the highest in the organization. According to Richmond, et.al .(2005: 68) these shows the respondents can establish long-lasting interpersonal relationships that can assist you in becoming a better employee with a better chance of survival in the organization. So, employees at the same level feel more comfortable talking with each other than with people at different authority levels.

From the above diagram, as the respondents answered media quality took the second rank with the composite mean of (3.70124) which almost fall under “indifferent” middle ground. These means the degree to which meetings were well organized, written directives are short and clear, and the degree to which the amount of communication is about right is not satisfactory and dissatisfactory as well in the organization.

The other factor of communication satisfaction, organizational integration took the third rank with the composite mean of (3.45432) which means respondents were above “somewhat dissatisfied” with the degree to which respondents receive information about the immediate work environment.

From the above diagram, the other factors of communication like communication climate, personal feedback, corporate information and subordinate communication took the consecutive ranks with the composite mean of (3.31112), (3.26912), (3.10618) and (3.04444) respectively. These means respondents were dissatisfied with the communication in the organization. According to Downs & Adrian, (2004, p. 145) the mean scores that fall well below the conceptual midpoint (a 5 on a 0-10 scale or a 4 on a 1-7 scale) can be thought of as weaknesses. So, it implies that organization’s communication satisfaction shows weakness even though the level of weakness is different from factor to factor of communication satisfaction.

The employees response shows the lowest satisfaction with supervisors communication by the composite mean of (3.02222) which means the respondents were “somewhat dissatisfied” in average with supervisory communication where the questions refers to the extent supervisors listens and pays attention to the respondents, the extent supervisor offers guidance for solving job related problems, the extent supervisor trusts the respondents , the supervisors openness to ideas and the amount of supervision given to the respondents. These shows lowest communication satisfaction with the supervisor in the organization as supervisory communication includes both upward and downward aspects of communicating with supervisors. According to Shockley-Zalabak (1991:96) human relation perspective assumes that work is accomplished through people and it emphasizes co-operation, participation, satisfaction and interpersonal skills.

4.1.3. Data Presentation and Analysis of Questions from each Factor of Organizational Communication Satisfaction (OCS)

The following data presentation and analysis discuss some of the selected respondents' answers from each factors of communication satisfaction in the organization.

Table 4.6 Information how respondents were been judged

	Frequency	Valid Percent	Cumulative Percent
Dissatisfied	19	23.5	23.5
Somewhat dissatisfied	26	32.1	55.6
Indifferent	4	4.9	60.5
Somewhat satisfied	26	32.1	92.6
Satisfied	3	3.7	96.3
Very satisfied	3	3.7	100.0
Total	81	100.0	

The results of this question indicate that employees in general do believe (to varying degrees) that regarding information how they were being judged in the organization. On the above table, 26 respondents or 32.1 % of respondents indicated that they were “somewhat satisfied” on information how they were being judged. The other largest group of respondents, 26 respondents or 32.1% of respondents indicates that they were “somewhat dissatisfied” on information how they were being judged at Oromia regional state government communication office. The other group of respondents, 19 respondents or 23.5% indicated that information about how they were being judged in the organization kept them “dissatisfied”. Respondents which numbered 4 or 4.9% respondents were took an “indifferent” middle ground. 3 respondents or 3.7% of the respondents were very satisfied and 3 respondents which also account 3.7% of the respondents were satisfied on information the degree to which they were being judged in the organization.

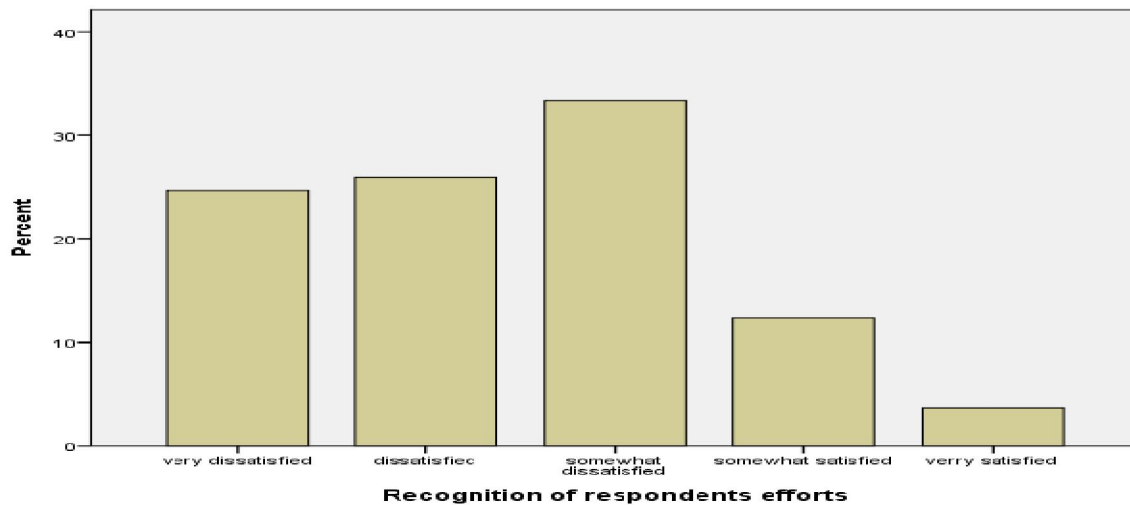


Diagram 4.4 *Recognition of respondents' efforts*

Similar to the information how they were been judged, the respondents' perceptions regarding the recognition of their efforts varied as depicted on diagram 4.4. According to the respondents, they were "somewhat dissatisfied" on the organization's recognition of their effort, with 27 respondents or 33% of respondents indicating this. In addition, 21 respondents or 25.9% of the respondents were "dissatisfied" on the organization's recognition of their effort. The other respondents which is 20 in number or 24.7% of respondents were "very dissatisfied" with the recognition of their efforts in the organization. A very few respondents were somewhat satisfied and very satisfied with the recognition of their efforts in the organization by 12% and 3.7% of respondents respectively.

Table 4.7. Extent to which my supervisors understand the problem faced by the staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	6	7.4	7.4	7.4
Dissatisfied	38	46.9	46.9	54.3
Somewhat dissatisfied	17	21.0	21.0	75.3
Indifferent	2	2.5	2.5	77.8
Somewhat satisfied	8	9.9	9.9	87.7
Satisfied	10	12.3	12.3	100.0
Total	81	100.0	100.0	

As depicted on the above table, 38 respondents or 46.9% of the respondents were “dissatisfied” with the extent to which their supervisors understand the problem faced by the staff in the organization. In addition, 17 respondents or 21% of the respondents were “somewhat dissatisfied” and 6 respondents or 7.4% respondents were “very dissatisfied” with the extent to which their supervisors understand the problem faced by the staff in the organization. According to Kreps (1990) cited in Antonis (2006 :129) the human relations theory acknowledged that it was important to identify the individual needs of organisational members and this, can only be accomplished through effective management-worker communication.

Conversely, 10 respondents which account 12.3% of the respondents were “satisfied” and 8 respondents or 9.9% of the respondents were “somewhat satisfied” with the extent to which their supervisors understand the problem faced by the staff in the organization. Out of the respondent 2.5% of the respondents took an “indifferent” middle ground.

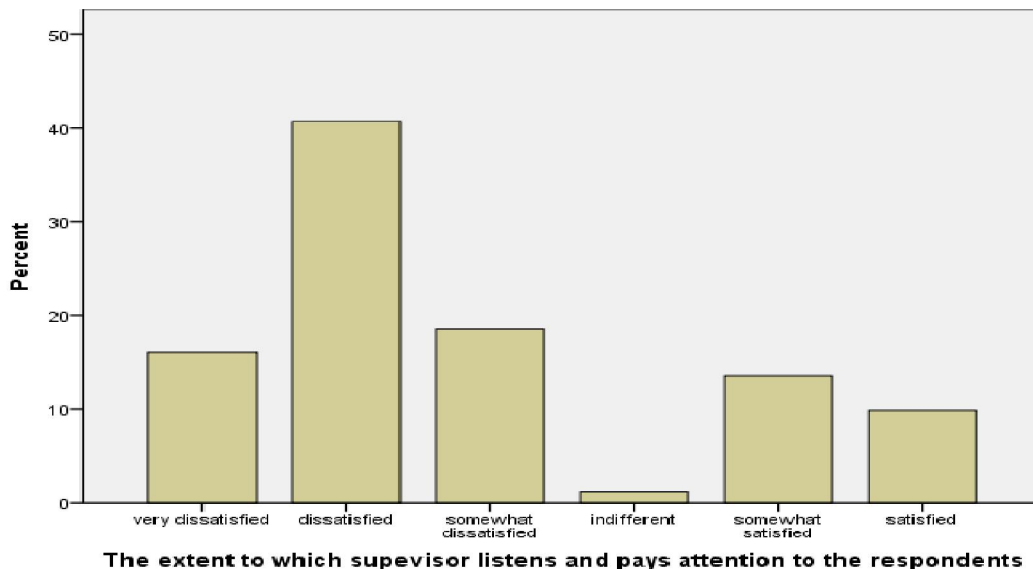


Diagram 4.5 *The extent to which supervisor listen and pay attention to the respondents*

As shown on the above table, 33 respondents or 40.7% of the respondents were “dissatisfied” with the extent to which their supervisor listens and pays attention to them. In addition, 15 respondents or 18.5% of the respondents were “somewhat dissatisfied” and 13 respondents or 16% respondents were “very dissatisfied” with the extent to which their supervisor listens and pays attention to them in the organization.

However, 11 respondents which account 13.6% of the respondents were “somewhat satisfied” and 8 respondents or 9.9% of the respondents were “satisfied” with the extent to which their supervisor listens and pays attention to them in the organization. Out of the respondent, 1 or 1.2% of the respondents took an “indifferent” middle ground.

As Miller (2003:35) said human relations theorists highlight human needs and the satisfaction of those needs through interaction with others in the workplace and through the choices managers make about motivating and rewarding employees.

Table 4.8. Extent to which my supervisor is open to ideas

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	11	13.6	13.6	13.6
Dissatisfied	31	38.3	38.3	51.9
Somewhat dissatisfied	14	17.3	17.3	69.1
Indifferent	2	2.5	2.5	71.6
Somewhat satisfied	22	27.2	27.2	98.8
Satisfied	1	1.2	1.2	100.0
Total	81	100.0	100.0	

As shown on the above table, 31 respondents or 38.3% of the respondents were “dissatisfied” and 14 respondents or 17.3% of respondents were “somewhat dissatisfied” with the supervisors’ openness to ideas. In addition, the other respondents 11 or 13.6% of respondents were “very dissatisfied” with the supervisors openness to ideas.

According to Tourish and Hargie (2000:144) in essence, people want supervisors who give regular feedback on performance in a sensitive manner and hold efficient regular meetings at which information is freely exchanged. However the data shown on the table implies supervisors were not open and employees were not satisfied with their supervisors.

Conversely, 22 respondents or 27.2% of respondents were “somewhat satisfied” and 1.2% of respondents were satisfied with the supervisors’ openness to ideas in the organization. The other 2.5% of the respondents took the “indifferent” middle ground.

Table 4.9. Extent to which the amount of supervision given me

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	9	11.1	11.1	11.1
Dissatisfied	40	49.4	49.4	60.5
Somewhat dissatisfied	6	7.4	7.4	67.9
Valid Indifferent	10	12.3	12.3	80.2
Somewhat satisfied	11	13.6	13.6	93.8
Satisfied	5	6.2	6.2	100.0
Total	81	100.0	100.0	

As depicted on the above table, 40 respondents or 49.4% of the respondents were “dissatisfied” and 9 respondents or 11.1% of respondents were “very dissatisfied” on the amount of supervision given to them. The other 6 respondents or 7.4% of respondents were “somewhat dissatisfied” on the amount of supervision given for them. From these it is understandable that most workers were not satisfied with the amount of supervision given for them.

On the other hand, 11 respondents or 13.6% of respondents were “somewhat satisfied” and 5 respondents or 6.2% of respondents were “satisfied” on the amount of supervision given to them. The other 10 respondents or 12.3% of respondents took the “indifferent” middle ground.

Table 4.10. Extent to which the grapevine is active in the office

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	39	48.1	48.1	48.1
Somewhat dissatisfied	19	23.5	23.5	71.6
Somewhat satisfied	16	19.8	19.8	91.4
Satisfied	7	8.6	8.6	100.0
Total	81	100.0	100.0	

According to the above table, there are varying degrees of the extent of the grapevine is active in the office, with 39 respondents or 48% of respondents were “dissatisfied” and 19 respondents or 23.5% of respondents were “somewhat dissatisfied” on the activeness of grapevine in the office , These shows that there is low level of grapevine and most employees are not satisfied with that communication. J, Mishra (1990: 215) says grapevines are faster than formal communication networks and can easily bypass individuals without restraint and can carry useful information quickly throughout an organization which can increase the level of communication satisfaction in the organization.

On the other hand, 16 respondents or 19.8% of respondents were “somewhat satisfied” and 7 respondents or 8.6% of respondents were “satisfied” with the activeness of grapevine in the office.

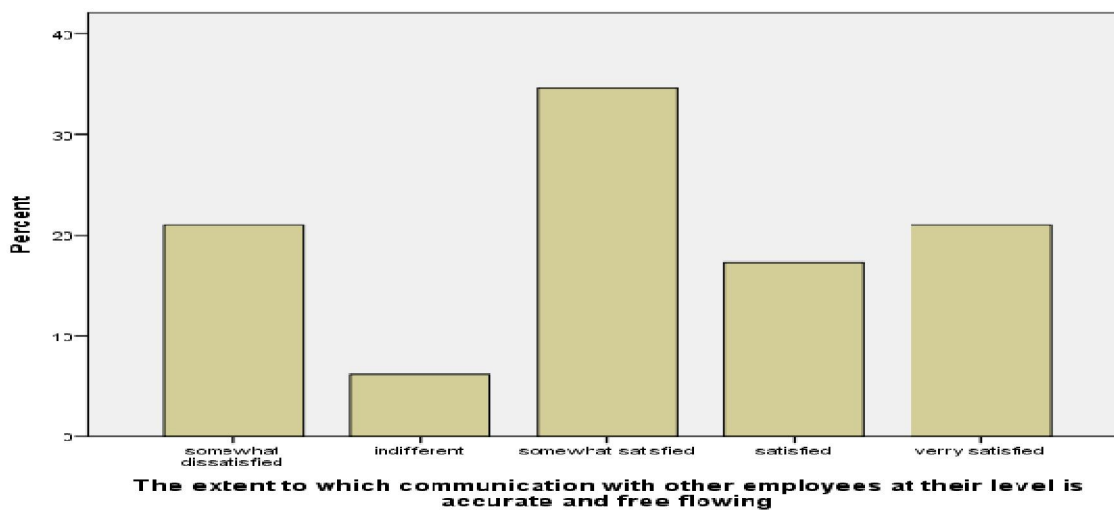


Diagram 4.6. *The extent to which communication with other employees at their level is accurate and free flowing*

The above table shows that 28 respondents or 34.6% respondents were “somewhat satisfied” and 17 respondents or 21% of the respondents were very satisfied followed by 14 respondents or 17.3% of respondents “satisfied” with the communication with other employees at their level are accurate and free flowing. From this it is understandable that the employees on the same level of position communicate freely and accurately compared with other aspect of communication in the organization. According to Robbins (2001:289), horizontal communication increases organisational problem-solving ability, especially as problem solving, when done within a

particular unit, could ignore the impact that it might have on other units and their ability to achieve their organisational goals.

Conversely, 17 respondents or 21% of respondents were “somewhat dissatisfied” with the communication with other employees at their level is accurate and free flowing in the organization. The other 5 respondents or 6.2% of respondents took the “indifferent” middle ground.

Table 4.11. Information about my progress in my job.

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	7	8.6	8.6	8.6
Dissatisfied	35	43.2	43.2	51.9
Somewhat dissatisfied	16	19.8	19.8	71.6
Somewhat satisfied	15	18.5	18.5	90.1
Satisfied	8	9.9	9.9	100.0
Total	81	100.0	100.0	

As shown on the above table, 35 respondents or 43.2% of the respondents were “dissatisfied” and 16 respondents or 19.8% of respondents were “somewhat dissatisfied” followed by 7 respondents or 8.6% of respondents “very dissatisfied” on information about their progress in their job. It is understandable from these data that the level of feedback related information for the workers was limited and the workers were not satisfied with that information in the organization.

Conversely, 15 respondents or 18.5% of respondents were “somewhat satisfied” and 8 respondents or 9.9% of respondents were “satisfied” on information about their progress in their job.

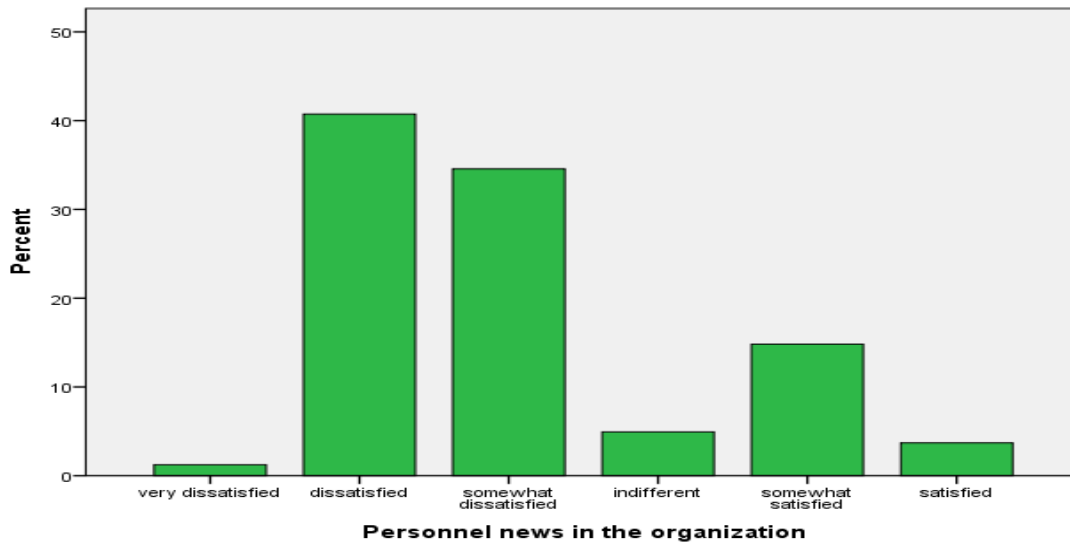


Diagram 4.7 *Personnel news satisfaction in the organization*

As shown on the above diagram, 33 respondents or 40.7% of respondents were “dissatisfied” and 28 respondents or 34.6% of the respondents were “somewhat dissatisfied” followed by 1 respondent or 1.2% of respondent “very dissatisfied” with the personnel news in the organization. This shows that low degree of satisfaction of the employees with information of personnel news in the organization.

Conversely, 12 respondents or 14.8% of respondents were “somewhat satisfied” and 3 respondents or 3.7% of respondents were “satisfied” on the level personnel news in the organization. The other 4 respondents of the question took the indifferent middle ground.

Table 4.12- Information about company policies and goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	7	8.6	8.6	8.6
Somewhat dissatisfied	23	28.4	28.4	37.0
Indifferent	7	8.6	8.6	45.7
Somewhat satisfied	27	33.3	33.3	79.0
Satisfied	11	13.6	13.6	92.6
Very satisfied	6	7.4	7.4	100.0
Total	81	100.0	100.0	

As shown on the above table, the level of information about company policies and goals in the organization was rated as “somewhat satisfied” by 27 respondents or 33.3% of respondents. A further 11 respondents or 13.6% of the respondents were rated this question as “satisfied” followed by 6 respondents or 7.4% of respondents “very satisfied” with the level of information about company policies and goals in the organization. These data shows there were enough information about organization’s policies and goals and employees were satisfied with that information. According to Abdullah, (2012) cited in Nathaniel, (2012:15) explains proper dissemination of information requires individuals and project teams to understand how to deliver information within the organization.

The remaining 23 respondents or 28.4% of the respondents said “somewhat dissatisfied” and 7 respondents or 3.7% of the respondents were “dissatisfied” with the level of information about company policies and goals in the organization. The other 7 respondents or 8.6% of respondents took the “indifferent” middle ground on the question.

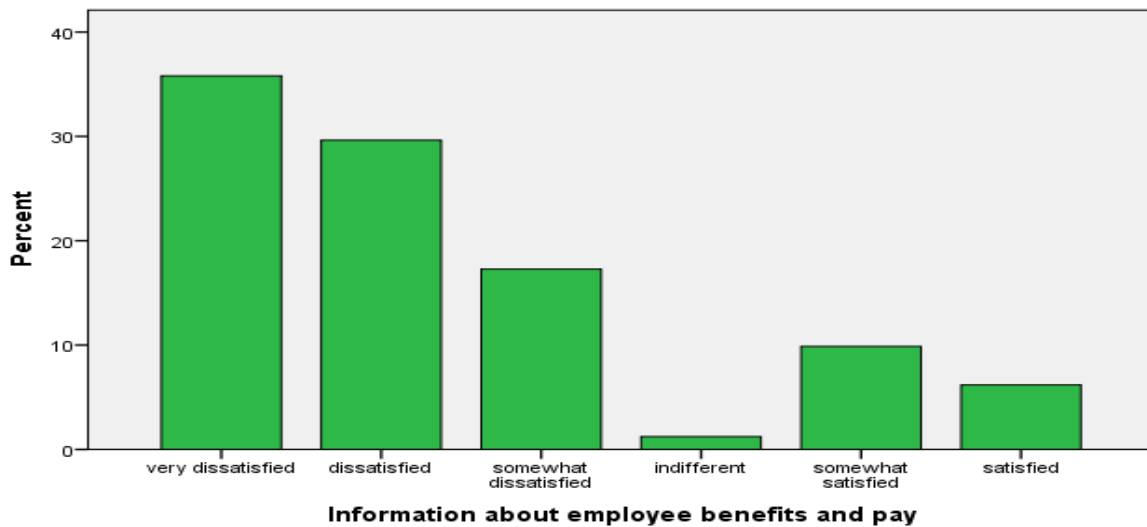


Diagram 4.8 *Information about employee benefits and pay satisfaction*

Respondents indicated varied levels of satisfaction with regard to issues pertaining to them. Of the respondents 29 or 35.8% of the respondents were “very dissatisfied” with information about employee benefits and pay. In addition, 24 respondents or 29.6% of the respondents were “dissatisfied” with information about employee benefits and pay found in the organization. The other respondents 14 in number or 17.3% of the respondents were somewhat dissatisfied on the

information about employee benefits and pay. Miller (2003:34) says an organization can facilitate the satisfaction of this need through the provision of jobs that allow an individual to exercise responsibility and creativity in the workplace.

Very few numbers of respondents or 9.9% and 6.2% of respondents were “somewhat satisfied” and “satisfied” with the information about employee benefit and pay respectively. These shows employees were not provided with information about their benefits and pays in the organization.

Table 4.13 - Information about company policies and goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	14	17.3	17.3	17.3
Somewhat dissatisfied	28	34.6	34.6	51.9
Somewhat satisfied	25	30.9	30.9	82.7
Satisfied	14	17.3	17.3	100.0
Total	81	100.0	100.0	

According to the above table, there are varying degrees of information about company policies and goals in the office, with 28 respondents or 34.6% of respondents “somewhat dissatisfied” and 14 respondents or 17.3% of respondents were “dissatisfied” on information about company policies and goals in the office . According to Koehler et. al (1981:9) cited in Natachia Antonis (2005: 45) not only do organizations need to obtain information to adapt to changes in environmental conditions, but a constant flow of information is required by staff members to enable them to achieve organisational and individual goals.

On the other hand, 25 respondents or 30.9% of respondents were “somewhat satisfied” and 14 respondents or 17.3% of respondents were “satisfied” with the information about company policies and goals in the office.

Table 4.14. Information About Changes in the ORSGCAB

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	4	4.9	4.9	4.9
Dissatisfied	36	44.4	44.4	49.4
Somewhat Dissatisfied	19	23.5	23.5	72.8
Indifferent	3	3.7	3.7	76.5
Somewhat Satisfied	5	6.2	6.2	82.7
Satisfied	14	17.3	17.3	100.0
Total	81	100.0	100.0	

As shown on the above table, 36 respondents or 44.5% of respondents were “dissatisfied” and 19 respondents or 23.5% of respondents were “somewhat dissatisfied” followed by 4 respondents or 4.9% of respondents “very dissatisfied” on information about changes in the Oromia regional state government communication office.

On the other hand, 14 respondents or 17.3% of respondents were “satisfied” and 5 respondents or 6.2% of respondents were “somewhat satisfied” with the information about changes in the office. The other 3 respondents or 3.7% of respondents took the indifferent middle ground.

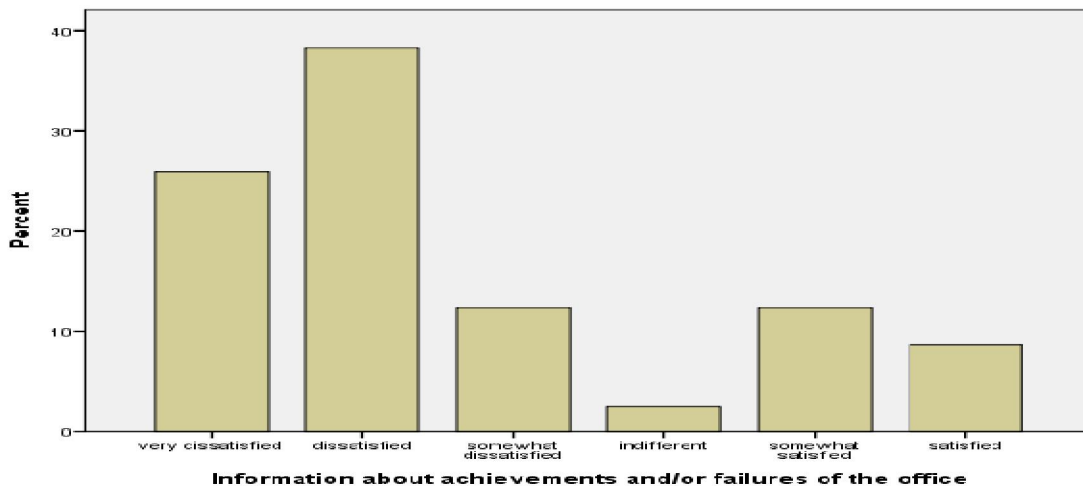


Diagram 4.9 Information about achievements and/or failures of the office

As shown on the above table, the level information about achievements and/or failures of the office was rated as “dissatisfied” by 31 respondents or 38.3% of respondents. The additional 21 respondents or 25.9% of the respondents were rated this question as “very dissatisfied” followed by 10 respondents or 12.3% of respondents “somewhat dissatisfied” with the information about achievements and/or failures of the office.

The remaining 10 respondents or 12.3% of the respondents said “somewhat satisfied” and 7 respondents or 8.6% of the respondents were “satisfied” with the information about achievements and/or failures of the office. The other 2 respondents or 2.5% of respondents took the “indifferent” middle ground on the question.

Table 4.15. Extent to which the office’s communication motivates me to meet its goals.

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	6	7.4	7.4	7.4
Dissatisfied	26	32.1	32.1	39.5
Somewhat dissatisfied	24	29.6	29.6	69.1
Somewhat satisfied	18	22.2	22.2	91.4
Satisfied	7	8.6	8.6	100.0
Total	81	100.0	100.0	

According to the above table, 26 respondents or 32.1% of respondents were “dissatisfied” and 24 respondents or 29.6% of respondents were “somewhat dissatisfied” followed by 6 respondents or 7.4% of respondents “very dissatisfied” with the office’s communication to motivate them to meet the organization’s goal. Generally, the data shows that workers in the organization were not satisfied with the office’s communication to motivate them to meet the organization’s goal.

On the contrary, 18 respondents or 22.2% of respondents were “somewhat satisfied” and 7 respondents or 8.6% of respondents were “satisfied” with the office’s communication to motivate them to meet the organization’s goal.

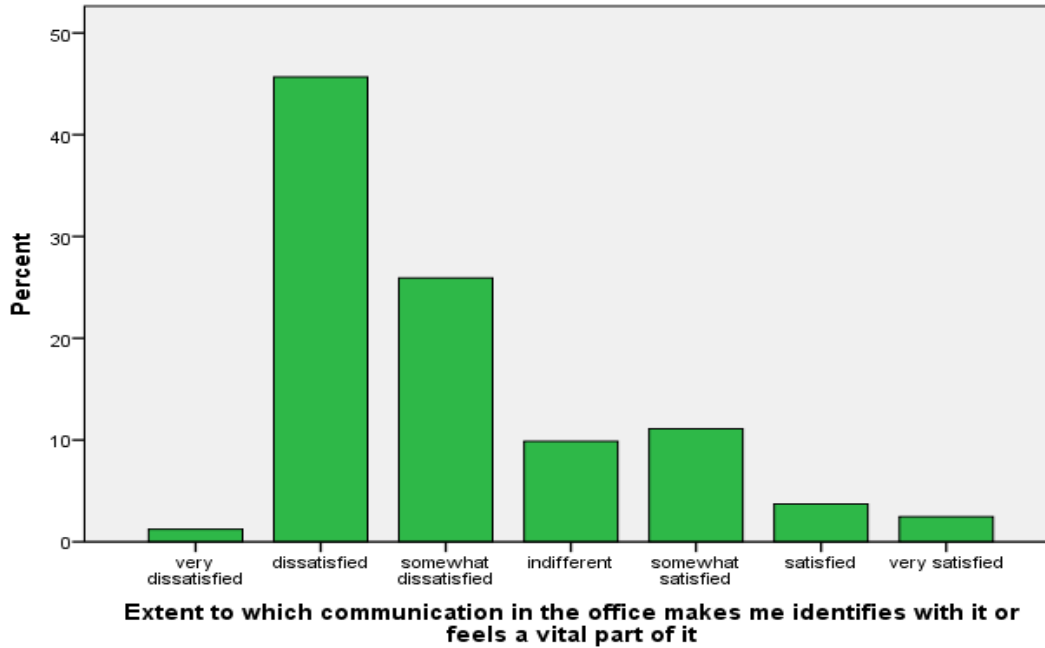


Diagram 4.10 *The extent to which communication in the office which makes them identifies with it or feels a vital part of it*

According to the above table, 37 respondents or 45.7% of respondents were “dissatisfied” and 21 respondents or 25.9% of respondents were “somewhat dissatisfied” followed by 1 respondents or 1.2% of respondents “very dissatisfied” with the extent to communication in the office which makes them identifies with it or feels a vital part of it. These shows the levels of communication in the organization were not make workers identify themselves with the organization or not feel as a vital part of it.

On the contrary, 9 respondents or 11.1% of respondents were “somewhat satisfied” and 3 respondents or 3.7% of respondents were “satisfied” with the extent to communication in the office which makes them identifies with it or feels a vital part of it. The other 8 respondents or 9.9% of the respondents were took the indifferent middle ground of the scale.

Table 4. 16. Extent to which I receive in time the information needed to do my job.

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	5	6.2	6.2	6.2
Dissatisfied	24	29.6	29.6	35.8
Somewhat dissatisfied	18	22.2	22.2	58.0
Indifferent	5	6.2	6.2	64.2
Somewhat satisfied	12	14.8	14.8	79.0
Satisfied	17	21.0	21.0	100.0
Total	81	100.0	100.0	

As shown on the above table, respondents indicated varied levels of satisfaction with regard to the question asked. Of the respondents 24 or 29.6% of the respondents were “dissatisfied” and 18 respondents or 22.2% of the respondents were “somewhat dissatisfied” followed by 5 respondents or 6.2% of the respondents were “very dissatisfied” on the level of in time information needed they receive to do their job.

The other respondents 17 in number or 21% of the respondents were “satisfied” followed by 12 respondents or 14.8% of respondents “somewhat satisfied” on the level of in time information needed they receive to do their job. Out of the total respondents 5 respondents or 6.2% of the respondents took the middle ground on the question.

Table 4.17. Extent to which conflicts are handled appropriately through proper communication channels

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	2	2.5	2.5	2.5
Dissatisfied	42	51.9	51.9	54.3
Somewhat dissatisfied	16	19.8	19.8	74.1
Somewhat satisfied	5	6.2	6.2	80.2
Satisfied	11	13.6	13.6	93.8
Very satisfied	5	6.2	6.2	100.0
Total	81	100.0	100.0	

As depicted on the above table, 42 respondents or 51.9% of respondents were “dissatisfied” and 16 respondents or 19.8% of respondents were “somewhat dissatisfied” with the extent conflicts are handled appropriately through proper communication. In addition, 2 respondents or 2.5% of respondents were “very dissatisfied” with the degree to which conflicts are handled appropriately through proper communication.

The other 11 respondents or 13.6% of respondents were “satisfied” and 5 respondents or 6.2% of respondents were “somewhat satisfied” with the degree to which conflicts are handled appropriately through proper communication. The remaining 5 respondents or 6.2% were “very satisfied” with the extent conflicts are handled appropriately through proper communication.

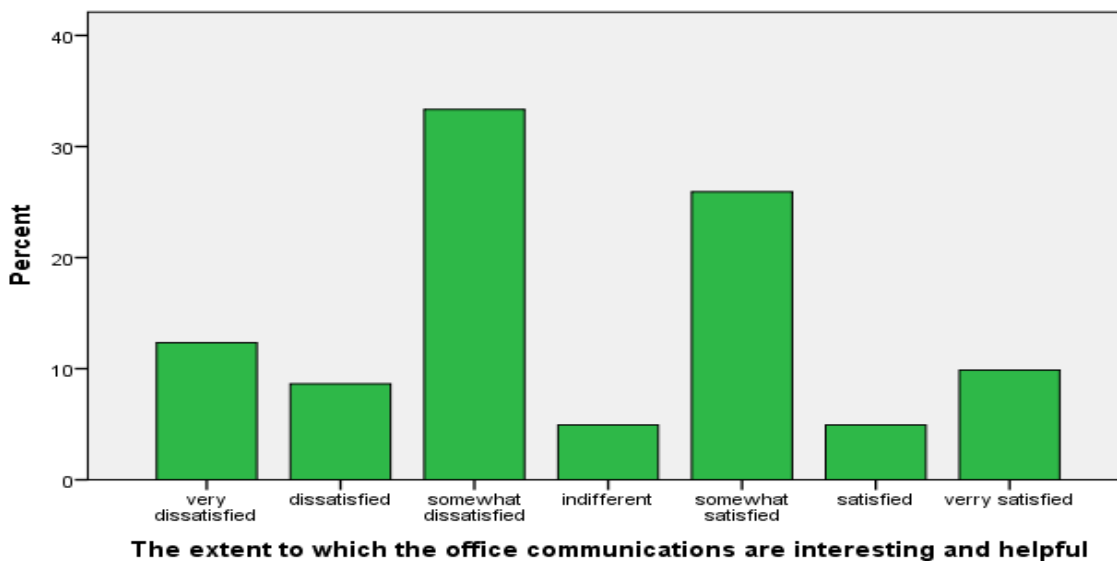


Diagram 4.11 *The degree to which the office communications are interesting and helpful*

The levels to which the office communications are interesting and helpful were rated as “somewhat dissatisfied” by 27 respondents or 33.3% of respondents. A further 10 respondents or 12.3% of the respondents were rated this question as “very dissatisfied” followed by 7 respondents or 8.6% of respondents rated as “dissatisfied” with the degree of the office communications are interesting and helpful.

On the other hand, 21 respondents or 25.9% of the respondents rated “somewhat satisfied” and the other 8 respondents or 9.9% of the respondents were “very satisfied” with the degree of the office communications are interesting and helpful. The other 4 respondents or 4.9% of the respondents were “satisfied” with the degree of the office communications are interesting and

helpful. The other remaining 4 respondents or 4.9% of the respondents took the “indifferent” middle ground on the question.

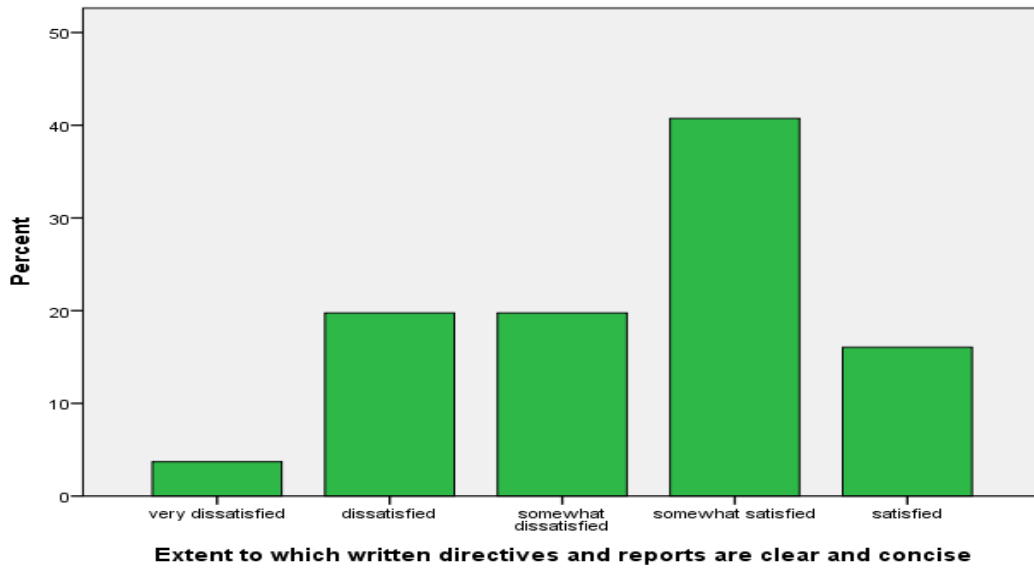


Diagram 4.12 *The extent to which written directives and reports are concise and clear.*

As depicted on the above diagram, 33 respondents or 40.7% of respondents were “somewhat satisfied” and 13 respondents or 16% of respondents were “satisfied” with the conciseness and clearness of written directives and reports. Generally, there were concise and clear written directives in the organization and workers were satisfied with it.

Conversely, 16 respondents or 19.8% of respondents were “dissatisfied” and in the same way 16 respondents or 19.8% of respondents were “somewhat dissatisfied” with the conciseness and clearness of written directives and reports. The remaining 3 respondents or 3.7% were “very dissatisfied” with the conciseness and clearness of written directives and reports.

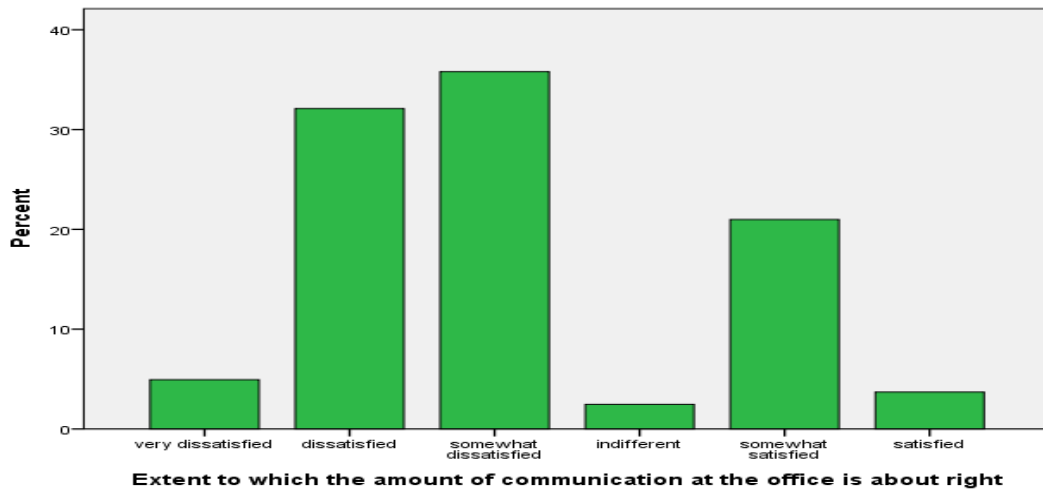


Diagram 4.13 *The extent to which the amount of communication at the office is about right*

As depicted on the above table, 29 respondents or 35.8% of respondents were “somewhat dissatisfied” and 26 respondents or 32.1% of respondents were “dissatisfied” followed by 4 respondents or 4.9% of respondents “very dissatisfied” with the degree to which the amount of communication at the office is about right. These shows large number of employees believe that there is low communication about their right in the office.

On the contrary, 17 respondents or 21% of respondents were “somewhat dissatisfied” and the other 3 respondents or 3.7% of respondents were “satisfied” with the degree to which the amount of communication at the office is about right.

Table 4.18. Extent to which my staff are responsive to downward directive communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	2	2.5	22.2	22.2
Somewhat dissatisfied	3	3.7	33.3	55.6
Indifferent	2	2.5	22.2	77.8
Somewhat satisfied	1	1.2	11.1	88.9
Satisfied	1	1.2	11.1	100.0
Total	9	11.1	100.0	
Missing System	72	88.9		
Total	81	100.0		

Respondents point out varied levels of satisfaction with regard to the question asked. Of the respondents 3 or 33.3% of the respondents were “somewhat dissatisfied” and 2 respondents or 22.2% of the respondents were “dissatisfied” on the degree to which their staffs are responsive to downward directive communication. This implies that many managers or supervisors were not happy with the employees’ openness to downward directive communication.

According to Katz and Kahn’s (1966:55) First, individuals who are engaged in downward communication need to make sure that the information they are passing on to those below them is first, and foremost, accurate.

The other respondents 1 in number or 11.1% of the respondents were “satisfied” followed by other 1 respondent or 11.1% of respondents “somewhat satisfied” on the degree to which their staff are responsive to downward directive communication. Out of the total respondents 2 respondents or 22.2% of the respondents took the middle ground on the question.

Table 4.19. Extent to which I can avoid having communication overload

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	3	3.7	33.3	33.3
Somewhat dissatisfied	4	4.9	44.4	77.8
Valid Indifferent	1	1.2	11.1	88.9
Satisfied	1	1.2	11.1	100.0
Total	9	11.1	100.0	
Missing System	72	88.9		
Total	81	100.0		

As depicted on the above table, 4 respondents or 44.4% of respondents were “somewhat dissatisfied” and 3 respondents or 33.3% of respondents were “dissatisfied” with the degree to which they can avoid having communication overload in the organization. According to Randy Hirokawa (1979:89) in work environment, supervisors has to function as gatekeepers of information and make sure that adequate information is passed on to a subordinate to help the subordinate excel in her or his job

The other 1 respondent or 11.1% of respondent was “satisfied” and the other 1 respondents or 11.1% of respondent was took the “indifferent” middle ground on the degree to which they can avoid having communication overload in the organization.

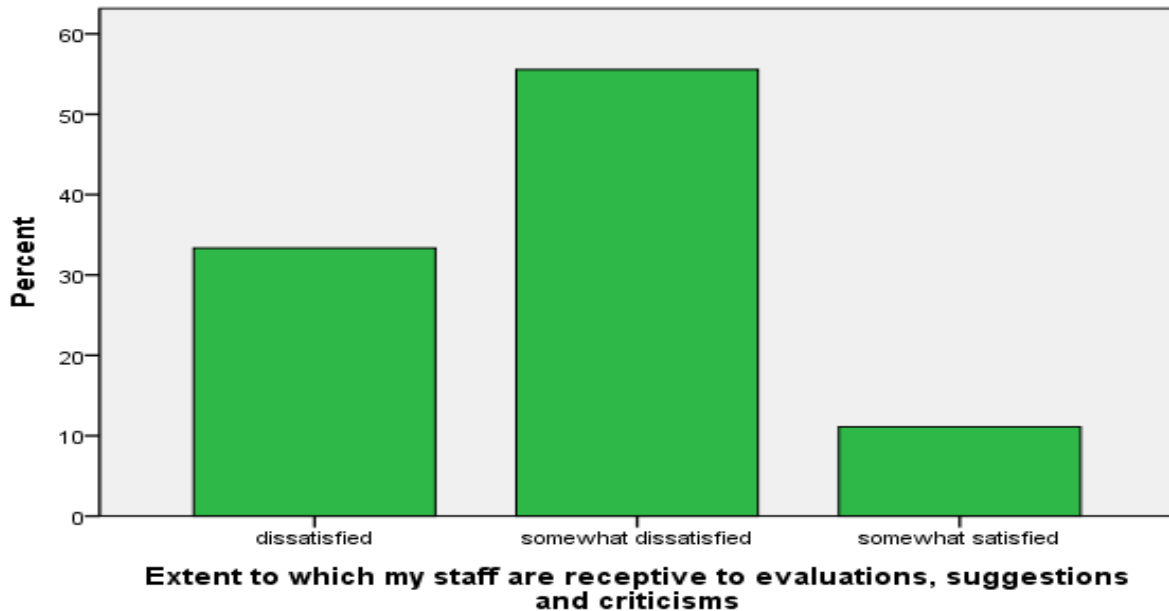


Diagram 4.14 *The extent to which staffs are receptive to evaluations, suggestions and criticisms*

As shown on the above diagram, the degree to which their staffs are receptive to evaluations, suggestions and criticisms was rated as “somewhat dissatisfied” by 5 respondents or 55.6% of respondents. The additional 3 respondents or 33.3% of the respondents were rated this question as “dissatisfied” followed by 1 respondents or 11.1% of respondents “somewhat satisfied” with the, the degree to which their staff are receptive to evaluations, suggestions and criticisms of the office. The data shows that staffs or employees were not interested with the evaluation, suggestions and criticism of the office.

Table 4.20. Extent to which my staff feel responsible for initiating accurate upward communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	1.2	11.1	11.1
	Dissatisfied	2	2.5	22.2	33.3
	Somewhat dissatisfied	5	6.2	55.6	88.9
	Indifferent	1	1.2	11.1	100.0
	Total	9	11.1	100.0	
Missing	System	72	88.9		
Total		81	100.0		

According to the above table, 5 respondents or 55.6% of respondents were “somewhat dissatisfied” and 2 respondents or 22.2% of respondents were “dissatisfied” followed by 1 respondent or 11.1% of respondent “very dissatisfied” with the degree to which their staff feel responsible for initiating accurate upward communication in the organization. Turkalj and Fosic (1999:35) said information goes from the subordinates to the superiors is mostly used for sending information associated with the proposals system, employees’ opinion, work insight, attitudes and problems of the employees.

On the other hand, 1 respondent or 11.1% of respondents was took the “indifferent” middle ground on the degree to which their staff feel responsible for initiating accurate upward communication in the organization.

4.1.4. Analysis of Each Factors of Organizational Communication Satisfaction Factors Separately

Under this section factors of organizational communication satisfaction such as horizontal communication, Supervisory communication, personal feedback, corporate information, organizational integration organizational communication climate, media quality and subordinate communication respondents’ answers were presented and analyzed.

Table 4.21 Horizontal communication satisfaction in the organization

	Extent to which the grapevine is active in the office	Extent to which communication with other employees at my level is accurate and free flowing	Extent to which communication practices are adaptable to emergencies	Extent to which my work group is compatible	Extent to which informal communication is active and accurate.
Mean	3.1728	5.1111	4.2099	4.8519	4.9136
N	81	81	81	81	81
Std. Deviation	1.42995	1.38744	1.48084	1.50923	1.14234

From the above table, the data shows that horizontal communication much better satisfactory than other factor of communication comparing the respondents’ responses toward the question.

Of the five questions related to horizontal communication satisfaction parameter “the extents to which communication with other employees at respondents’ level was accurate and free flowing took the lead with the mean score of (5.111). Additionally, from the questions the extent to which informal communication is active and accurate were also the highest mean score of (4.9136) compared with other parameters. These shows informal communication in the organization is active and accurate and the employees were satisfied with that communication. Informal communication usually works much faster than the formal communication, and often it works with more accuracy, Richmond, et.al (2005. p, 11). Mishra J. (1990: 215) explains grapevines are faster than formal communication and can easily bypass individuals without restraint and carry useful information quickly throughout the organization.

Table 4.22. Supervisory communication satisfaction in the organization

	Extent to which my supervisor listens and pays attention to me	Extent to which my supervisor offers guidance for solving job related problems	Extent to which my supervisor trusts me.	Extent to which my supervisor is open to ideas	Extent to which the amount of supervision given me
Mean	2.8519	3.5679	2.8765	2.9506	2.8642
N	81	81	81	81	81
Std. Deviation	1.58202	1.63507	1.56830	1.47395	1.47269

As it is presented on the above table, compared with other parameters of supervisory communication “the extent to which respondents supervisor offers guidance for solving job related problems” have the highest mean score of (3.5679) which is almost below the indifferent middle ground. The other questions like “ the extent to which their supervisor listens and pays attention to them” and “the extent to which the amount of supervision given for them score the lowest mean score with (2.8519), (2.8642) respectively. These imply supervisors were not good enough to listen and pay attention or cannot supervise their employees that may decrease the employees’ communication satisfaction in the organization.

Table 4.23 Personal feedback satisfaction in the organization

Feedback	Information about how my job compares with others	Information about how I am being judged	Recognition of my efforts	Reports on how problems in my job are being handled	Extent to which my supervisors understand the problem faced by the staff
Mean	3.6049	3.7160	2.6420	3.4074	2.9753
N	81	81	81	81	81
Std. Deviation	1.53850	1.41629	1.49423	1.46439	1.52459

As shown on the above table, from the personal feedback parameter “information about how respondents were being judged took the lead with the composite mean of (3.7160). The other question which says information about how respondents’ job compares with others follows by the composite mean of (3.6049). Miller (2003:215) explained that effective satisfying feedback is descriptive rather than judgmental. It provides a portrayal of the objective performance of subordinates and not an authoritative judgmental view of their work.

On the other hand, comparing the personal feedback parameter, recognition of employees’ efforts is the least mean value of (2.6420) as answered by respondents followed by the question extent to which respondents’ supervisors understand the problem faced by the staff with the mean value of (2.9753). It is understandable from these data that the organization did not give the recognition for the good work of the employees and supervisors were not value the problem of their staff which makes the employees dissatisfied with it. According to Tourish and Hargie (2000:139) in essence, people want supervisors who listen to their concerns and respond to these quickly and appropriately and give regular feedback on performance in a sensitive manner.

Table 4.24 Corporate information satisfaction in the organization

	Information about company policies and goals	Information about government regulations affecting the ORSGCAB	Information about changes in the ORSGCAB	Information about profits and/or financial standing	Information about achievements and/or failures of the office
Mean	3.9630	3.0247	3.1358	2.7778	2.6296
N	81	81	81	81	81
Std. Deviation	1.43566	1.53277	1.57919	1.65076	1.61589

As shown on the above table, comparing the respondents answers, information about company policies and goals had a highest mean score of (3.9630) followed by the respondents answer for the question “information about changes in the Oromia regional state government communication affairs bureau (ORSGCAB)” with the mean score of (3.1358). These imply the organization clearly state their organization’s policies and goals though they are not good in disclosing the changes either the failure or success of the organization.

On the other hand, the respondents answer of information about profits and/or financial standing in the organization were the least mean score (2.7778) comparing with other parameter of corporate information satisfaction. In general, measurement shows corporate information in the organization was found below the normal standard scale of communication satisfaction measurement. According to Miller (2014:46) at its most basic level, the human relations approach posits that higher-order needs can be satisfied through job design, management style, and other organizational communication factors.

Table 4.25 Organizational integration satisfaction in the organization

	Information about my progress in my job.	Personnel news	Information about company policies and goals	Information about the requirements of my job.	Information about employee benefits and pay
Mean	3.0617	3.0247	4.3704	4.4321	2.3827
N	81	81	81	81	81
Std. Deviation	1.56001	1.20390	1.43566	1.39587	1.52944

From the above table, information about the requirements of my job followed by Information about company policies and goals has the highest mean score with (4.4321), (4.3704) respectively. On the other hand, information about employee benefits and pay and personnel

news was the least mean score by (2.3827) and (3.0247) respectively. This shows the lowest degree to which employees receive information about the immediate work environment. In an organization that rewards your work but also by work that challenges and provides employees with the opportunity to achieve and excel, Miller (2003:31).

Therefore, through the presentation of a reassuring sense of order and direction, integrated communications help define and nurture long-term relationships with potential, as well as existing employees. In addition, according to Maslow Hierarchy of Needs Theory explains that when higher-order needs are satisfied employees should be happier and so more productive, Miller (2014:46).

Table 4.26 Organizational communication climate satisfaction in the organization

	Extent to which the office's communication motivates me to meet its goals.	Extent to which office employees have great ability as communicators	Extent to which communication in the office makes me identifies with it or feels a vital part of it	Extent to which I receive in time the information needed to do my job.	Extent to which conflicts are handled appropriately through proper communication channels
Mean	3.2346	3.4938	3.0494	3.5679	3.2099
N	81	81	81	81	81
Std. Deviation	1.50226	1.56623	1.34072	1.67286	1.75154

As shown on the above table, comparing the composite mean of organizational communication climate measurement, the extent to which employees receive in time the information needed to do their job has the highest mean score (3.5679). The other question which said the degree to which office employees have great ability as communicators has the mean score of (3.4938). Even though both mean score fall below the middle point, it is understandable from the data that employees were least dissatisfied than the other parameter of organizational communication climate factor.

Table 4.27 Media quality satisfaction in the organization

	Extent to which the office communications are interesting and helpful	Extent to which our meetings are well organized	Extent to which the attitudes toward communication at the office are basically healthy	Extent to which written directives and reports are clear and concise	Extent to which the amount of communication at the office is about right
Mean	3.7778	3.7901	3.7778	4.0247	3.1358
N	81	81	81	81	81
Std. Deviation	1.76777	1.72276	1.31339	1.54899	1.31104

As represented on the table, the degree to which written directives and reports are clear and concise in the organization has the highest mean score of (4.0247) and the extent to which employees meetings are well organized follows by the mean score of (3.7901). On the other hand, of the media quality parameter the extent to which the amount of communication at the office is about right has the least mean score (3.1358) which implies employees were more dissatisfied with the communication related with their right. These shows employees have no right to talk about their right in the organization which may decrease the level of employees' communication satisfaction in the organization.

Table 4.28 Subordinate communication satisfaction in the organization

	Extent to which my staff are responsive to downward directive communication	Extent to which to which my staff expect my needs for information	Extent to which I can avoid having communication overload	Extent to which my staff are receptive to evaluations, suggestions and criticisms	Extent to which my staff feel responsible for initiating accurate upward communication
Mean	3.5556	3.0000	3.1111	2.8889	2.6667
N	9	9	9	9	9
Std. Deviation	1.33333	1.41421	1.26930	.92796	.86603

From the above table, the extent to which respondents staff are receptive to downward directive communication has the highest mean score of (3.5556) followed by the extent to which employee can avoid having communication overload with the mean score of (3.1111). Conversely, comparing the subordinate communication satisfaction parameter, the extent to which respondents' staffs feel responsible for initiating accurate upward communication has the lowest mean score of (2.6667). It is understandable from the above data that employees were

open to take downward information from their superior than initiating upward communication from down to top management.

4.2. Discussion

The interview questions of this study were arranged in the themes which are related with the respondents' satisfaction with the communication in the organization. The answers of the respondent were simply coded in order to categorize the information in accordance with themes that developed during the interview and themes that were predetermined and incorporated in the semi structured interview. By grouping responses to with the themes that were identified, the following information was highlighted in the interview:

- Employees' Communication Satisfaction in the organization
- Existing channels of communication in the organization
- Superior subordinate communication
- Levels of communication integration between departments
- Co –worker communication
- Decision making and conflict resolution
- Communication strength and weakness

1. Employees' Communication Satisfaction in the Organization

Communication plays a pivotal role in creating informed employees regarding policies and strategy of the organization. One of the informant of the study explain communication in the organization in classify as work related and personal related communication. This informant said that he was very satisfied with the personal related communication in the organization which mostly with their peer or co-workers. On the other hand, the informant was not satisfied with the communication in the organization which is related with work in the organization due to the gap between the supervisors and the staffs.

Asked about the problems that made (ORSGCAB) employees were not satisfied with communication in the organization. In addition to researcher's observation, the respondents and interviewees said,

- ✓ Unwillingness of supervisors and managers to communicate with their staff

- ✓ Unwillingness of supervisors to disclose information that may be important or affect the organization
- ✓ Beliefs that certain meetings may be unnecessary and not thought through
- ✓ Communication is inconsistent and inaccurate
- ✓ Rules are confusing and not everyone understands them and comes from the top management
- ✓ Feelings of non-existent communication channels

According to one interviewee, to be satisfied with the communication in the organization,

“It is important to have clear guidelines and have a system that makes sure everyone gets the information they need, but it should not be too rigid. There should still be room for the personal conversations, the small talk and the opportunity to solve problems at the level it is a problem; and not involve many unnecessary people”- Interviewee

Due to the above problem most of the employees are not satisfied with communication in the organization. In general, communication is important to increase employee motivation, satisfaction and morale. It can assist with decreasing organisational conflict and it can assist with encouraging and building employee commitment and buy-in into the organisational strategy.

2. Existing Channels of Communication in the organization

According the interviewee of this study said management officials and staff meetings carried out when needed. The executive committee and work process owners from different department also utilizes briefing sessions when they want to inform staff. The top management passes different decision to the staffs’ different means of communication such as through written materials posted on the board of the office and verbal communication with their supervisors.

The researcher observed that though the communication flows nicely and somewhat uninterrupted in the office, the workers there seem to share a view that the up and down communication is not good when they try to communicate with people higher up in the big hierarchy. There was a lot of downward communication there, but not as much upward;

“We get a lot of things forced down the top of our heads – and we really can’t say or do anything about it. The organization thinks it is very important with two-way communication – on

the outside – but every time you try to take something up with them, they reject you right away” -
- interviewee

The interviewees said they got most of the information about the organization from their peer workers in which horizontal communication is applicable in the organization. Miller (2003:33) said human relation approach encourages a multidirectional flow of information that assumed to improve the communication satisfaction of the workforce, which is afforded the opportunity to use multiple lines and sources of information for the realization of communication satisfaction.

However, informants’ said that in Oromia regional state government communication affairs bureau communication between the management and the staffs is mostly downward communication in which more information from managers and supervisors passed to the staff and the information from the staff to the manager or upward communication is almost low or nonexistent.

“The organization thinks it is very important with two-way communication – on the outside – but every time you try to take something up with them, they reject you right away. [...] there’s hardly any upward communication. They just give the impression that that’s the case – they write down things you say, and then they go home and just forget all about it. Nothing gets done about anything. I don’t expect them to do something about everything we suggest, but I do expect an okay feedback on why they won’t do anything about it, instead of just not hearing anything” –

Interviewee.

This made the workers not to satisfy with the communication mechanism of the organization. So this is true with what Hirokawa (1979:87) explain as people become discouraged when their feedback is given and the feedback is never acknowledged or nothing is done with the feedback.

3. Superior- subordinate communication satisfaction

The interviewee said superior- subordinate communication in Oromia regional state government communication office is adequate. The superior/supervisor takes the ideas and what the subordinate want to do in the organization. The superior is open to deal with problem that the subordinate want to raise regarding the work in the organization.

The superior/subordinate communication seems to be something everyone in the organization had something to say something about. According to one of the interviewed supervisor,

“As a supervisor it is my job to see that everyone is able to do their job” that means everything from taking the personal and the uncomfortable conversations and to go into battle for his crew with his boss” – supervisor.

The managers and supervisors talk to each other and give each other advice independently of the chain of command – if you have a good advice, or a meaning about something you share it. It seems like an open environment where everyone can talk to everyone. That was also confirmed to me by several of the people I talked to. Vaughan (2006: 364) found that subordinates are more satisfied with their work when communication between subordinate and supervisor is good. A strong predictor of subordinate satisfaction is the superior's ability to listen, respond quickly to messages, and be sensitive, empathic, and understanding.

4. Levels of Communication Integration Satisfaction between Departments

As the Oromia regional state government communication office consists of nine Work Process Owner/ departments, knowing the level of communication integration satisfaction or the degree of satisfaction with information about departmental plans, the requirements of their jobs, and some personnel news plays an important role in the organization. The respondents said though the principle says each and every process owner have to work together on the common vision of the organization, some departments hesitate to give information and reject to took the responsibility they were given to them. Gayeski and Woodward (1996:3) underline the importance of the inclusive and holistic management of all communication within the organisational context in order to achieve organisational success.

On the other hand, the respondents added that some employees have no interest to ask about information like departmental plans and news related with the organizations and this resulted in misunderstanding the plans and strategy of the organization. In addition, what the researcher observes during the observation time that most information specially which is assumed to be failure of the organization was put under secret and it is only allowed for chosen individual in the organization.

So without the communication integration of each and every Work Process Owner of the organization that can satisfy the employees’ interest, it is difficult for the organization to reach on the vision they were planned to reach.

5. Horizontal/Co-worker Communication Satisfaction

Peer coworker communication refers to communication between employees at the same hierarchical level who have no formal authority over one another. Most of the informants said that communication between employees at the same hierarchical level is good in the organization as the employees are freely communicate with each other. Richmond, et.al (2005:10) says employees at the same level feel more comfortable talking with each other than with people at different authority levels. The interviewee of this study said most of the employees are happier to communicate with their peers than to management of the organization about different changes, policies and regulation regarding the organization. It is through the horizontal channels/co-worker communication that you are likely to increase your knowledge, communication skills, and socialization skills. According to Robbins (2001:289) communication that flows horizontally provides information throughout the organization, which facilitates organisational integration.

The informants generally agreed that there is good co-worker communication in Oromia regional state government communication office comparing with other dimension of organizational communication satisfaction.

6. Decision Making and Conflict Resolution in the organization

Conflict may occur between workers and workers, workers and supervisors at different level in every organization. According to the informants the researcher contacted, conflict occurred between employees in Oromia regional state government communication office; however, there were few conflicts between employees which are not resolved in the group level of the organization.

In that organization there is a formal corrective and grievance process, which it uses to deal with conflict-related matters and which includes formal as well as informal mediation.

The informant of this research explains that conflict between employees at the same level is easy to resolve but conflict between staff and management was difficult to resolve since there is no formal and informal way to deal and mediate with the management. According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on, Jerome (2013:41).

In the mediation process, individuals involved in conflict have an opportunity to discuss and solve any problems they may experience. The mediation can be undertaken on a formal or informal level, with management playing an important role in the mediation of conflict in their own units, in order to diffuse tension as well as to limit the conflict escalating to a formal level where the higher management will intervene and manage the mediation process. The current conflict resolution methods, however, do not make real provision for dealing with conflict that involves larger organisational conflict issues between staff and management.

The informants of this research said that the organisation is very hierarchical and bureaucratic in nature, with certain approvals having to take place before any decisions of consequence can be made. There are also very specific designations of authority allocated to the executive according to whom decisions are made, with only the various Work Process Owner officers being allocated accountability and formal decision-making power. According to the interviewee Work Process Owners are peoples to supervise different departments in the organization. As a result decision making is limited to few peoples on the management position which affects the employees' communication and job satisfaction.

In general, the informants generalize that though conflict is a fact of life in every organization, they were not satisfied on the way the organization handle and resolve that conflict through communication.

7. Communication Strength and Weakness of the organization

The informants of the interview including the top management and staffs organization identify the weakness and strength of communication in the organization in addition to what the researcher observed during the observation time. The researcher summarized the responses under the team of communication strength and weakness of the organization which in one way or another may affect the communication satisfaction of the employees. It's as follows:

Communication strength of the organization

- ✓ Continuous meeting of the employees and top management including editorial board of the organization where everyone has his/her own say regarding the problems and solutions.
- ✓ Consistent communication of formal communication

- ✓ Sufficient forums and meeting for communication exist
- ✓ The presence of groups called 5 in 1 group of employees in the organization to discuss different problems they come across daily and weekly.

Communication weakness of the organization

- ✓ Most communication in the organization is one-way: from management to other employees.
- ✓ Employees seldom get feedback when they communicate to managers.
- ✓ Managers here are not interested in hearing employee suggestions
- ✓ Poor integration between all communication-related issues, including interdepartmental interaction and co-ordination
- ✓ Lack of participation of staff and lack of feedback
- ✓ Employees do not have personal influence on decisions and policies of our company
- ✓ Insufficient information about “sensitive” subjects such as salary and benefits or promotion opportunities in organization;
- ✓ The same barriers in the way of proper communication: education, lack of time, mentality;
- ✓ Insufficient feedback vertically and horizontally
- ✓ Rules are confusing and not everyone understands them
- ✓ Supervisors did not encourage employees to express differences of opinion.

To summarize the organizational communication strengths and weaknesses of Oromia regional state government communication affairs bureau, as Abraham Harold Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees’ performance, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied. This also means without safe working condition there is no good relationship with co workers, in the same manner without bonus pay and reward there is no work environment allowing the employees to exercise of creativity to achieve the vision and goals of the organization.

Chapter Five

Conclusions and Recommendations

5.1. Conclusions

This chapter provides the conclusion of the study followed by some possible recommendations.

The study mainly focused on organizational communication satisfaction in case of Oromia regional state government communication affairs bureau. The research was undertaken in the form of a case study with the research essentially combining qualitative and quantitative research methods.

The study found that employees with younger age were more dissatisfied with their job than other age category in the Oromia regional state government communication bureau. These means as the organizations large number is younger employees, it implies that large number of employees were dissatisfied with their job in that organization.

On the other hand, comparing the job satisfaction of female and male respondents, female workers were more dissatisfied with their job than male employees. Some female employees' reason out that as the number of female is few and the female number on management position is few in the organization, females were not satisfied on their job.

According to the study, the general communication satisfaction as perceived by the employees were stayed the same in the past six months with some employees response gone up with the level of their communication satisfaction in the organization believing there is some improvement on the employees communication in the organization.

On the other hand, comparing the age variables with their communication satisfaction level, employees under ages 20 were almost very dissatisfied having the mean score of (1.2692) in the past six month. Conversely, comparing with other age categories employees with the ages of 40-49 have greater mean score (1.5926) than other employees. These means elders were least dissatisfied with the level of communication than other employees of the organization in the past six months.

Younger employees were also more dissatisfied with the communication in the organization and job satisfaction than higher age employees. In the same way, employees with higher age were

least dissatisfied with the communication in the organization than that of the younger age employees. Hence, It is understandable from these data that communication satisfaction and job satisfaction of employees is related.

The overall mean score for the eight dimensions of organizational communication satisfaction was 3.42. This shows large number of respondents' satisfaction level fall below middle ground that can be categorized as weak communication satisfaction in the organization in the past six months.

However, of the eight dimension of organizational communication satisfaction, the employees show the greatest satisfaction towards the horizontal/coworker communication. This implies employee show more satisfaction with the other employees at their level or peer to peer communication is accurate and free flowing in the organization. According to Robbins (2001:289), horizontal communication increases organisational problem-solving ability, especially as problem solving, when done within a particular unit, could ignore the impact that it might have on other units and their ability to achieve their organisational goals.

In addition, as a factor of organizational communication satisfaction media quality took the second highest rank comparing the composite mean score in which employees were more satisfied with the clearness and conciseness of written directives and reports though employees were not happy with the amount of communication about their right in Oromia regional state government communication affairs bureau.

Organizational integration revolves around the degree to which individuals receive information about the immediate work environment. Regarding organizational integration, employees were very dissatisfied with the information about their benefits and pay which means they were not informed about their benefits and pay. As Miller (2003:35) said human relations theorists said that human needs and the satisfaction of those needs through interaction with others in the workplace and through the choices managers make about motivating and rewarding employees.

As communication climate includes items such as the extent to which communication in the organization motivates and stimulates workers to meet organizational goals and the extent to which it makes them identify with the organization, in Oromia regional state government communication affairs bureau the degree to which communication in the office makes employees identifies with it or feels a vital part of the organization the lowest.

In Oromia regional state government communication affairs bureau personal feedback had the lowest composite mean score. This implies supervisors cannot understand the problem faced by the staff and the organization didn't give recognition for the employees' efforts. According to Miller (2003: 213) feedback is information that serves to influence the performance of an individual in an organisation, and improved performance is desired by both individuals and organisations.

The study found that, as a factor of organizational communication satisfaction, corporate information is the lowest in the organization. This means in Oromia regional state government communication affairs bureau, information about achievements and/or failures of the office not enough which may affect the overall goal of the organization.

On the other hand, of the eight factors of organizational communication satisfaction, supervisory communication is the least factor of communication satisfaction compared with other factors in the organization followed by subordinate communication. Supervisory communication includes both upward and downward aspects of communicating with supervisors. This implies that in Oromia regional state government communication affairs bureau supervisors didn't listen and pays attention to the employees in the organization. These decrease employees' satisfaction towards communication and also their job satisfaction indirectly. In case of subordinate communication, the employees didn't feel responsible for initiating accurate upward communication to the management.

On the other hand, according to the result employees were not satisfied with work related communication due to unwillingness of supervisors and managers to communicate with staff and unwillingness of supervisors to disclose information that may be important or affect the organization.

According to the study, the existing channels of communication in the organization were briefing session, meeting and written materials posted on the board of the office and verbal communication with their supervisors. There were a lot of downward communication there, but not as much upward communication in the organization.

On the other hand, regarding subordinate superior communication, the employees and supervisors talk to each other and give each other advice independently of the chain of command – if you have a good advice, or a meaning about something you share it. It seems like an open environment where everyone can talk to everyone.

The study found that the principle says each and every process owner have to work together on the common vision of the organization, however, according to the study in Oromia regional state government communication bureau some departments hesitate to give information and reject to took the responsibility they were given to them.

This result also related with Amanuel (2013:191) that organisational power is centralized and supervisor personnel are distant, as is reflected in patterns of communication that are asymmetric and paper-based, with formal and rigid communication practices that over emphasis rules and regulations. The asymmetry is also related mistrust that can result from power being concentrated in the hands of management in a way that would naturally discourage open communication and inter change, as these could result in the perceived erosion of the power of the leadership.

On the other hand, the study found that co-worker communication or communication between employees at the same hierarchical level is good in the organization and employees were freely communicated with each other.

According to the study, regarding the conflict resolution in the organization, conflict may occur between employees in Oromia regional state government communication affairs bureau, though there was no conflict between employees which is not resolved in the group level of the organization. If the conflict occurred there is a group of employees' called 1 for 5 who discuss daily or weekly the problem they come across on their work. These groups have the power to solve any problem before it reaches the higher management. In that organization there is a formal corrective and grievance process, which it uses to deal with conflict-related matters and which includes formal as well as informal mediation.

Finally, concerning the strength of communication in the organization, the study found that continuous meeting of the employees and top management including editorial board of the organization where everyone has his/her own say regarding the problems and solutions and the informal mechanism of resolving the conflict when it happens between employees before it reaches the top management in the organization.

On the other hand, the weakness of the organization is that most communication in the organization is one-way from management to other employees and employees rarely get

feedback when they communicate to managers and the employees themselves were not interested in accepting evaluation, suggestion and criticism from their supervisors.

5.2. Recommendations

On the basis of conclusion drawn, the following recommendations are forwarded in order to improve the level of communication satisfaction in the organization.

- As communication plays a pivotal role for the happiness of employees and to meet the objectives and goals of the organization, Oromia regional state government communication affairs bureau may consider improving the level of communication in the organization in a way that consider the interest and feedback of employees.
- Developing informal and multi- directional communication in the organization to increase the relationship between employees which can increase communication satisfaction between employees in the organization.
- Formal and rigid communication practices that over emphasis rules and regulations in the organization decrease the level of communication satisfaction in the organization, so the organization may consider informal as well as flexible communication system.
- As horizontal communication or peer- peer communication is a good example in the organization, the other types of communication or factors of communication satisfaction must also given a priority in the organization.
- Oromia regional state government communication office needs to open their communication channels so employees, departments, and locations can share information and ideas in a timely manner and without constraints.
- Since the study found that the organization was weak in disclosing information on the benefit and pay of employees, the organization may consider opening the channel of discussion with their employees.
- Finally, the study also found that employees were even not interested in accepting evaluation, suggestion and criticism from their supervisors. Since evaluation, suggestion and criticism are a feedback for employees of the organization, the employees have to take feedback from their supervisors for the success of the organization.

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- The Hofsted Center: Available at , <http://geert-hofstede.com/ethiopia.html>
- http://www.ctp.bilkent.edu.tr/~aydogmus/Hofstede_Hall.pdf
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Appendix 1

Addis Ababa University

Graduate School of Journalism and Communications

Employees' Organisational Communication Satisfaction Questionnaire

Dear, Oromia Regional State Government Communication Affairs Bureau Staff,

I am a Masters student in Journalism and Communication at Addis Ababa University, conducting my thesis research in *Organizational Communication Satisfaction: The case of Oromia Regional State Government Communication Affairs Bureau*.

The purpose of my research is to explore the satisfaction of communication systems currently used in your organisation, and your satisfaction with the communication systems. I invite you to complete my questionnaire, which looks at responses to 8 different dimensions of organisational communication satisfaction. This questionnaire has three sections and relates to areas of your satisfaction with communication.

The results of this survey will be anonymous and you will not be identified in any publication or report of the research findings.

Please read the instructions carefully and answer the questions in the order they are presented.

If you encounter any problems or would like to discuss any aspects of the study please email me. My contact details are below and I am happy to answer any questions that you may have.

Thank you!

fikrune2002@gmail.com

Mobile Phone: 251-913287695.

I. Background Information

1. What is your age?

A. Under 20 B. 21-29 C. 30-39 D. 40-49 E. 50-59, F. 60+

2. What is your sex?

A. Male

B. Female

3. How long have you been in your current position?

- A. Less than 1 year, B. 1 – 4 years,
 C. 5 –8 years, D. 9+ years

4. How long have you worked for the organization?

- A. Less than 1 year, B. 1 – 4 years,
 C. 5 –8 years, D. 9+ years

5. Please indicate which best indicates your formal education.

- A. Did not finish high school, B. High School,
 C. Completed some college, D. College degree, E. Post-graduate degree

6. How satisfied are you with your job? (Check one)

1. Very dissatisfied 2. Dissatisfied 3. Somewhat dissatisfied
 4. Indifferent 5. Somewhat satisfied 6. Satisfied 7. Very Satisfied

7. In the past 6 months, what has happened to your level of satisfaction? (Check one)

1. Stayed the same 2. Gone up 3. Gone down

A. Listed below are several kinds of information often associated with a person’s job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by circling the appropriate number at the right.

1	2	3	4	5	6	7
Very dissatisfied	Dissatisfied	Somewhat dissatisfied	Indifferent	Somewhat satisfied	Satisfied	Very satisfied

8	Information about my progress in my job.	1	2	3	4	5	6	7
9	Personnel news	1	2	3	4	5	6	7
10	Information about company policies and goals	1	2	3	4	5	6	7
11	Information about how my job compares with others	1	2	3	4	5	6	7
12	Information about how I am being judged.	1	2	3	4	5	6	7
13	Recognition of my efforts	1	2	3	4	5	6	7
14	Information about departmental policies and goals	1	2	3	4	5	6	7
15	Information about the requirements of my job.	1	2	3	4	5	6	7

16	Information about government regulations affecting the ORSGCO	1	2	3	4	5	6	7
17	Information about changes in the ORSGCO	1	2	3	4	5	6	7
18	Reports on how problems in my job are being handled	1	2	3	4	5	6	7
19	Information about employee benefits and pay	1	2	3	4	5	6	7
20	Information about profits and/or financial standing.	1	2	3	4	5	6	7
21	Information about achievements and/or failures of the office	1	2	3	4	5	6	7

B. Please indicate how satisfied you are with the following by circling the appropriate number at the right.

1	2	3	4	5	6	7
Very dissatisfied	Dissatisfied	Somewhat dissatisfied	Indifferent	Somewhat satisfied	Satisfied	Very satisfied

22	Extent to which my managers/supervisors understand the problems faced by staff.	1	2	3	4	5	6	7
23	Extent to which the office's communication motivates me to meet its goals.	1	2	3	4	5	6	7
24	Extent to which my supervisor listens and pays attention to me.	1	2	3	4	5	6	7
25	Extent to which office employees have great ability as communicators.	1	2	3	4	5	6	7
26	Extent to which my supervisor offers guidance for solving job related problems	1	2	3	4	5	6	7
27	Extent to which communication in the office makes me identifies with it or feels a vital part of it.	1	2	3	4	5	6	7
28	Extent to which the office communications are interesting and helpful	1	2	3	4	5	6	7
29	Extent to which my supervisor trusts me.	1	2	3	4	5	6	7
30	Extent to which I receive in time the information needed to do my job.	1	2	3	4	5	6	7
31	Extent to which conflicts are handled appropriately through proper communication channels	1	2	3	4	5	6	7
32	Extent to which the grapevine is active in the office	1	2	3	4	5	6	7
33	Extent to which my supervisor is open to ideas	1	2	3	4	5	6	7
34	Extent to which communication with other employees at my level is accurate and free flowing	1	2	3	4	5	6	7
35	Extent to which communication practices are adaptable to emergencies	1	2	3	4	5	6	7

36	Extent to which my work group is compatible	1	2	3	4	5	6	7
37	Extent to which our meetings are well organized	1	2	3	4	5	6	7
38	Extent to which the amount of supervision given me is about right.	1	2	3	4	5	6	7
39	Extent to which written directives and reports are clear and concise.	1	2	3	4	5	6	7
40	Extent to which the attitudes toward communication at the office are basically healthy.	1	2	3	4	5	6	7
41	Extent to which informal communication is active and accurate.	1	2	3	4	5	6	7
42	Extent to which the amount of communication at the office is about right.	1	2	3	4	5	6	7

*C. For the next five questions, indicate your satisfaction with the following **only if you are responsible for staff as a manger or supervisor.***

1	2	3	4	5	6	7
Very dissatisfied	Dissatisfied	Somewhat dissatisfied	Indifferent	Somewhat satisfied	Satisfied	Very satisfied

43	Extent to which my staff are responsive to downward- directive communication.	1	2	3	4	5	6	7
44	Extent to which to which my staff expect my needs for information	1	2	3	4	5	6	7
45	Extent to which I can avoid having communication overload.	1	2	3	4	5	6	7
46	Extent to which my staff are receptive to evaluations, suggestions and criticisms	1	2	3	4	5	6	7
47	Extent to which my staff feel responsible for initiating accurate upward communication	1	2	3	4	5	6	7

48. If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how.

Thanks for Your Cooperation!

Appendix 2

Yunivarsittii Finfinnee

Mana Barnoota Digiiri Olaanaa Gaazzexxeessummaa Fi Komunikeeshinii

Muummee Gaazzexxeessummaa fi Komunieeshinii

Kabajamtoota Hojjettoota Biiroo Komunikeeshinii Dhimma Mootummaa Naannoo Oromiyaa,

Ani yuunivarsitii finfinneetti barataa digirii lammaffaa yoon ta’u barreefama qo’annoo mata dureen isaa “*Organizational Communication Satisfaction .The case of Oromia regional state Government Communication Affairs Bureau*” jedhu irratti hojjechuuttin argama.

Xiyyeefannaan qo’annoo kana komunikeeshinii dhaabbatichaa saayinsii komunikeshinii waliin walqabsiisuudhaan maal akka fakkaatu ilaalu fi hagam tokko akka quubsa ta’e qorachuufi.

Kanaaf gaaffiwwan dhiyaataniif deebii sirrii ta’e akka naaf deebistan kabajaan isin affeerera. Kanaan walqabatee deebii yokiin yaadni isin asirratti kennitan iccitii kan ta’eefi barreefama kamiyyuu irratti kan hin maxxafamne waan ta’eef walabaan yaada isinitti dhagayame akka deebistan isin gafaadha.

Gaafiwwan kennaman sirriitti deebisuuf qajeelfamoota kennaman sirriiti akka dubistan isin gaafachaa, yoo gaafii qabattani fi waan isiniif galuu dide kara armaan gadii yoo na qunnaamtan baayyen isin galateefadha!

Email : Fikrone2002@gmail.com

Lakk. Mobile:0913-287-695

Hirmaannaa Keessaniif Galatooma!!

I. QAJEELFAMA

Kanneen armaan gadii itti maruun debii keessan agarsiisa.

1. Umurii kee hagami?

A. 20 gadi B. 21- 29 C. 30 -39 D. 40 -59 E. 60+

2. Saala kee?

A. dhiira

B. dhalaa

3. Sadarkaa hojii amma irra jirtu kana irra hagamiif turte?

A. Waggaa 1 gadi

B. Waggaa 1-4

C. Waggaa 5- 8

D. Waggaa 9 oliif

4. Dhaabbata kana keessa waggaa meeqaaf hojjete?

17	Odeeffannoo jijjiiramoota dhaabbata keessa jiran irratti	1	2	3	4	5	6	7
18	Gabaasa haala qabiinsa rakkoollee hojii koo irratti	1	2	3	4	5	6	7
19	Odeeffannoo fayyadamummaa fi kaffaltii hojjeetotaa irratti	1	2	3	4	5	6	7
20	Odeeffannoo bu'aa fi faayinaansii dhaabbatichaa ilaalchisee	1	2	3	4	5	6	7
21	Odeeffannoo jajjabinaa fi dadhabina dhaabbatichaa irraatti	1	2	3	4	5	6	7

B. Gaafiwwan armaan gadiif kommunikeeshinii dhaabbata keessanii ilaalchisee hagam akka itti quuftan /gammaddan filannoo kennaman keessaa tokkotti maruun akka deebistan isin gaafadha.

1	2	3	4	5	6	7
Baayyee Quubsaa Miti	Quubsaa Miti	Hangaa Tokko Quubsaa dha	Yaada hin Qabu	Hanga Tokko Quubsaa dha	Quubsaa dha	Bayyee Quubsaa Dha

22	Hogganaan kee hagam rakkoo kee siif hubata	1	2	3	4	5	6	7
23	Kommunikeeshinii dhaabbatichaa kaayyoo dhaabbatichaa dhugoomsuuf hagam sikakaasa	1	2	3	4	5	6	7
24	Hogganaan koo yaada koo hagam dhaggeeffata /hordofa	1	2	3	4	5	6	7
25	Akka beekaa kommunikeeshinii tokkootti, hanga dandeettii hojjetootni dhaabbatichaa qaban ilaalchisee	1	2	3	4	5	6	7
26	Dandeettii hoogganaan kee rakkoollee hojii waliin walqabatan hiikuuf qabu hagamii	1	2	3	4	5	6	7
27	kommunikeeshinii dhaabbaticha keessa jiru hagam na boonsisa	1	2	3	4	5	6	7
28	Barbaachisummaa fi faayidaan kommunikeeshinii dhaabbatichaa hagamii	1	2	3	4	5	6	7
29	Hoogganaan koo hagam na amana	1	2	3	4	5	6	7
30	Hojii koo hojjechuuf hangan ani odeeffannoo waayitawaa argadhu	1	2	3	4	5	6	7
31	Hanga walitti bu'iinsi/ waldhabbi karaa kommunikeeshinii sirriin furmaata argatu	1	2	3	4	5	6	7
32	Odeeffannoon al-idilee ta'e hagam dhaabbaticha keessa jira	1	2	3	4	5	6	7
33	Hoogganaan koo yaada koo fudhachuuf fedhii hagamii qaba	1	2	3	4	5	6	7
34	Kommunikeeshiin hojjetoota sadarkaa tokko irra jiran waliin godhamu hagam sirrii fi bilisa	1	2	3	4	5	6	7
35	Rakkoowwan tasaaf gochawwan kommunikeeshinii hagam furmaata	1	2	3	4	5	6	7
36	Gareen hojii koo hagam waliif galu	1	2	3	4	5	6	7

37	Qindoomini walgahii keenya hagami	1	2	3	4	5	6	7
38	Gorsa naaf kennamu keessaa waa'en mirga hagami	1	2	3	4	5	6	7
39	Qulqullinni fi iftoominni barreefamoota fi qaajelfamoota darbanii hagami	1	2	3	4	5	6	7
40	Ilaalchi dhaabbatichi kommunikeeshiniif qabu hagam gaarii dha	1	2	3	4	5	6	7
41	Kommunikeeshiniin al-idilee hagam sirrii fi hojii irra oolaa jira	1	2	3	4	5	6	7
42	Kommunikeeshinii dhabbaaticha godhamu keessa hagamtu waa'e mirgaati	1	2	3	4	5	6	7

C. Itti gaafatamaa /hojii geeggeessaa qofaaf,

Gaafiwwan shanan(43-47) itti aananiif kommunikeeshinii dhaabbatichaa ilaalchisee hagam akka itti gammaddan/itti quuftan agarsiisaa.

43	Hojjetootni qajeelfama olii dhufu fudhachuuf hagam itti gafatamuumma qabu	1	2	3	4	5	6	7
44	Hojjeetotni odeeffannoo akkan isanirra barbaadu hagam beeku	1	2	3	4	5	6	7
45	Kommunikeeshinii hin fayyaadne balleesuf hagaman carraaqa	1	2	3	4	5	6	7
46	Hanga hojjetootni dhaabbatichaa madaallii, yaada fi qeeqa kennamu fudhachuuf qaban	1	2	3	4	5	6	7
47	Itti gafatammummaa kommunikeeshinii jalaa-ol (upward communication) fudhachuu irraatti fedhiin hojjetootaa hagami	1	2	3	4	5	6	7

48. Yoo kommunikeeshiniin dhaabbatichaa keessaa ga'aa /gammachiisaa hin taane akkam yoo ta'e akka sigammachiisu yaada kee barreessi

Baayyee Galatoomaa!

Appendix 3

Personal observation

Checklist for personal observation

- The way of communication in the organization
- Communication between employees and supervisors
- Weakness and strength of communication in the organization
- Employees relationship in the organization
- Communication between different department in the organization
- Communication between employees on the same level of position
- Difference of communication satisfaction employees regarding age and sex in the organization

Appendix 4

In-depth interview questions

1. What is the role of communication in the organisation?
2. What channels of communication exist in the organisation?
3. How do especially the managers view communication in the organisation?
4. How integrated do you believe communication is in the organisation
5. What are the communication strengths and weaknesses of your organisation?
6. How does the organization build and secure high employee morale and satisfaction?
7. How is conflict resolved in the organisation?
8. What is the organisation doing to improve communication?

Appendix 5

Coded Themes for In-Depth Interview Data

Code	Themes
1.	Communication Satisfaction in the organization
2	Existing channels of communication in the organization
3	Superior subordinate communication
4	Levels of communication integration between departments
5	Co –worker communication
6	Decision making and conflict resolution
7	organizational communication strength and weakness

Appendix 6

Gaaffilee Afaan Oromo gaafi fi deebif qopha’an

- ✓ Komunikeeshini idilee fi al- idiilee dhabaata kessan kessaattii maal fakkataa?
- ✓ Sirmii kommunikeeshini dhaabbata keessani maal fakkaata fi ga’een kommunikeeshiin dhabbaata kessaan kessaatti qaabu maal sittii fakkataa?
- ✓ Akka hojii geggeessa tokkottii kommunikeshinii dhabbataa kessani akkamittii ilaaltuu
- ✓ Haalii kommunikeshinin ittii ilaalamuu fi hallii hojii irraa oolaa ittii jiruu akkamitti ilaaltu
- ✓ Dhabbata keessan kessattii faayidaan kommunikeshinii hojjeetotaa gidduttii godhamuu maal jetanii yaaduu
- ✓ Dadhabinii ykn cimminii komunikeshinii dhabataa kessanii maalii
- ✓ Fedhii hojjetoota dhabatichaa dabaluuf maaltu hojjeetama jiraa
- ✓ Walittii bu’insii kan jiraatu yoo ta’ee akkamittii furmataa argaata
- ✓ Yaada hojjetoota keessumessu irraatii hogaansi keessan maal fakkata

DECLARATION

I hereby declare that this thesis is my original work, has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

Name: Fikru Negewo

Signature: _____

Date of Submission: November, 2014

Place of Submission: Addis Ababa University, Ethiopia